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Ministry of Government Services - Transportation

Ontario

Government Services

Ontario

Published Results-based Plan 2011-12

Ministry of Government Services

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MINISTRY OVERVIEW

The Ministry of Government Services plays an important role in the delivery of government services to the people of Ontario. Ministry of Government Services supports and delivers front-line public services to the public and is responsible for the government's workforce, transactional processing, procurement and technology resources. Ministry of Government Services provides the gateway to the governments' interactions with Ontario families and the internal supports and mechanisms to help all ministries deliver on their business goals.

The Ministry of Government Services is committed to driving change across the OPS to create a modern, diverse, inclusive public service while providing friendly, quality services to meet the needs of clients and the public. The Ministry's vision is to deliver services to the public and line ministry clients that are simpler, faster and more connected. For Ontario families and businesses, these improvements should be experienced as "Simple, Seamless and Personalized Service". The Ministry delivers an integrated suite of services to Ontario families and businesses through multiple channels. The aim is to provide a customized customer experience when and where needed whether online, by telephone or in person. ServiceOntario is a leader in service delivery and intends to continue improving its provision of high quality service to the public.

The Ministry of Government Services will focus on three priority elements:

- People – more engaged people to provide great service and strong leadership
- Processes – more dynamic processes to help us work smarter, simpler and greener
- Technology – more enabling technology to innovate, deliver and transform.

These priorities will be addressed within the context of Ministry of Government Services core values including a commitment to diversity, accessibility and a greener OPS. To this end, the ministry is committed to attracting and retaining diverse talent and finding innovative methods of delivering a better customer experience.

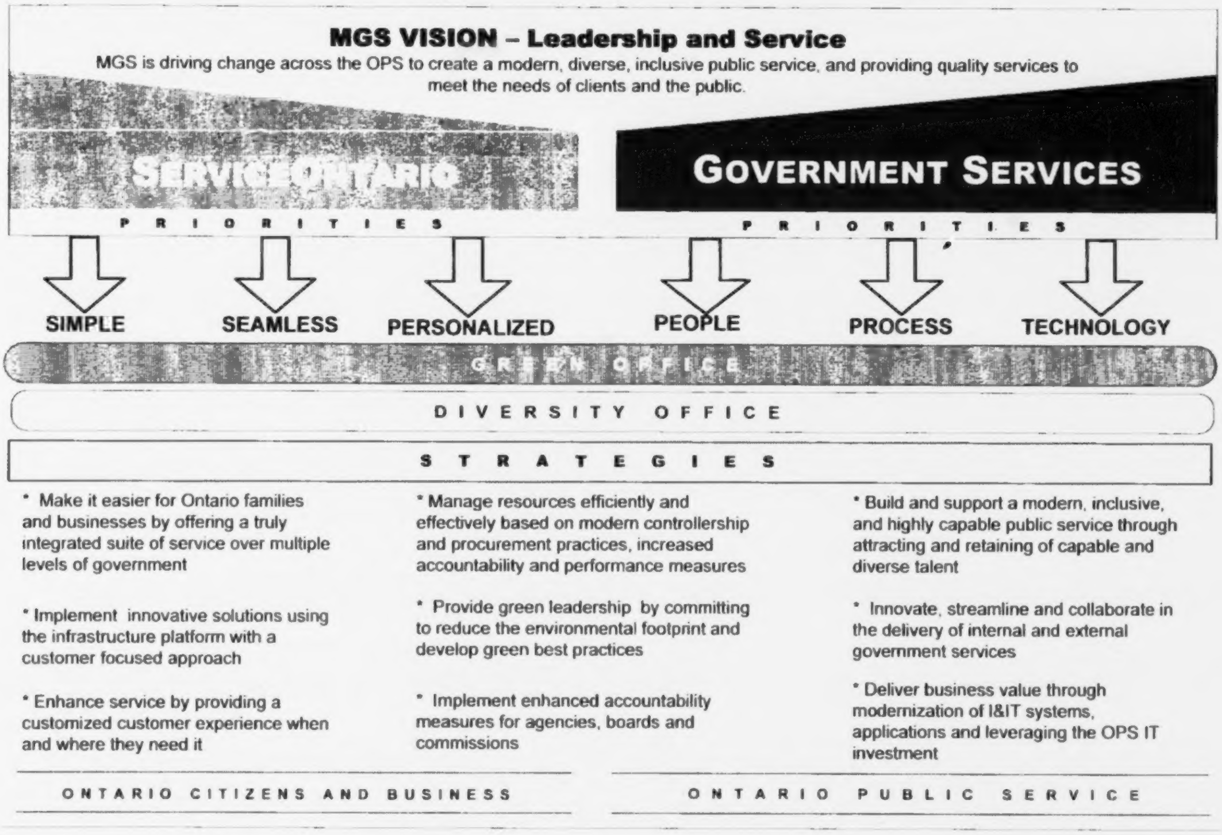
The Ministry of Government Services also provides essential services OPS wide and supports other ministries in achieving their objectives. These services include recruiting and management of human resources, procurement support, transactional processing including payroll processing and information technology. Ministry of Government Services is also committed to the responsible management of information. Through Information, Privacy and Archives the ministry is ensuring private information is secure and records, including digital information, are properly stored to ensure Ontario's rich history is adequately preserved.

Ensuring the OPS is reducing its environmental impact is a key responsibility. The OPS Green Office works with Ministries to ensure that there is a co-ordinated government-wide approach to developing green practices and reducing the OPS environmental footprint.

The 2011-12 Results Based Plan builds on the Ministry's achievements.

The Ministry of Government Services is committed to playing its part in building the best public service in the world and to delivering on the government's commitment to be a responsive and innovative world leader in customer service.

The Ministry of Government Services vision and priorities are illustrated in the following chart.



MGS VISION – Leadership and Service

MGS is driving change across the OPS to create a modern, diverse, inclusive public service, and providing quality services to meet the needs of clients and the public.

- Make it easier for Ontario families and businesses by offering a truly integrated suite of service over multiple levels of government
- Implement innovative solutions using the infrastructure platform with a customer focused approach
- Enhance service by providing a customized customer experience when and where they need it

- Manage resources efficiently and effectively based on modern controllership and procurement practices, increased accountability and performance measures
- Provide green leadership by committing to reduce the environmental footprint and develop green best practices
- Implement enhanced accountability measures for agencies, boards and commissions

- Build and support a modern, inclusive, and highly capable public service through attracting and retaining of capable and diverse talent
- Innovate, streamline and collaborate in the delivery of internal and external government services
- Deliver business value through modernization of I&IT systems, applications and leveraging the OPS IT investment

The Ministry is structured to facilitate implementation of strategies to achieve the vision and priorities.

The Ministry Administration Program provides administrative and support services to enable the ministry to deliver results for the government's objectives and fiscal priorities. Its functions include financial management, human resources, accommodations and facilities management, legal, communications, planning and results monitoring. The program assists and supports ministry program areas in achieving their business goals.

The Employee and Pensioner Benefits (Employer Share) Program provides for the government's expenses as an employer for insured benefits, statutory programs, non-insured benefits and certain public service pension plans including third party administration and adjudication costs. The program also accounts for changes in the accrued liabilities of the government as sponsor or co-sponsor of certain insured benefit plans, pension plans and termination of employment entitlements.

The Human Resources Services Program supports the government's commitment to be a responsive and innovative world leader in customer service by having a skilled and innovative workforce.

HROntario delivers integrated HR and business transformation services that support ministries' business objectives, and develops and implements strategies and policies that make the OPS an employer of first choice. The program also co-ordinates internal security in the OPS.

The Diversity Office supports the OPS' vision of being an inclusive, diverse, equitable and accessible organization that delivers excellent public service and supports all employees in achieving their full potential. As a centre of excellence, the Diversity Office has the lead for assisting the OPS to become compliant with the Accessibility for Ontarians with Disabilities Act. The Office is also responsible for providing innovative and strategic OPS-wide programs and services to help ministries achieve their inclusion and accessibility goals.

The Labour Relations Secretariat has the capacity to analyze internal and external factors that drive collective bargaining outcomes to develop comprehensive strategies and provide guidance and advice related to bargaining. It provides oversight and strategic advice on OPS and Broader Public Sector collective bargaining.

The Enterprise Business Services Program is responsible for improving the delivery of internal and external government-wide services to meet the needs of Ontarians and the OPS. All service delivery programs focus on transforming and improving government services.

The Corporate Information and Information Technology Program provides leadership on information technology in government. This includes policy, the implementation of common infrastructure, governance and accountability. It also includes the delivery of OPS-wide common services such as computer processing and network facilities.

Ontario Shared Services is the Ontario Government's business and employee service provider for back office administration and supply chain management service. It provides strategic advice, controllership and cost-effective service delivery in financial processing, payroll and benefits processing, benefit administration, supply chain management and enterprise business services.

Information, Privacy and Archives promotes good recordkeeping practices across the government and provides strategic leadership for freedom of information and privacy protection, information security and privacy classification, and intellectual property. It collects, manages and preserves the archival records of Ontario, promotes public access to Ontario's historic documents and records, and delivers responsible stewardship of the Government of Ontario's art collection.

The Ontario Public Service Green Office provides strategic leadership to ministries in the greening of government operations. Its mandate is to ensure actions are in place to reduce the government's carbon footprint and other environmental impacts, help create sustainable business practices and build a green organizational culture. The Office is leading the implementation of the government-approved multi-year OPS Green Transformation Strategy, which commits the government to greenhouse gas reduction targets arising from government operations and business improvements that support and align with the broader emission targets set out in the province's Climate Change Action Plan.

The Enterprise Services Cluster provides leadership and cost-effective support to its clients for enhancing government services. The cluster also works with the Corporate I&IT program to enable the underlying Information Technology solutions necessary for Ministry of Government Services to modernize government operations and provide cost-effective services to internal clients across the Ontario Public Service.

Agencies, Boards, Commissions and Tribunals associated with the Ministry of Government Services provide oversight to ensure effective governance, accountability, and relationship management:

The Licence Appeal Tribunal hears appeals about compensation claims and licensing activities regulated under various ministries' statutes.

The Advertising Review Board is designated as a mandatory central service for the procurement of advertising, public and media relations, and creative communications services for the OPS. This helps ensure ministries and government agencies acquire these services in a manner that is fair, open, transparent and accessible to qualified suppliers.

The Conflict of Interest Commissioner has responsibility for certain conflict of interest and political activity matters as they apply to employees of ministries and public bodies as well as to individuals appointed to public bodies. The Commissioner handles requests for advice or rulings from deputy ministers, chairs of public bodies, and other designated individuals on specific conflict of interest or political activity matters and commissions.

ServiceOntario is the government's service gateway for information and routine transactions for individuals and businesses. ServiceOntario is making it easier for Ontarians to get government services by providing support in-person, at kiosks, by mail, telephone and online.

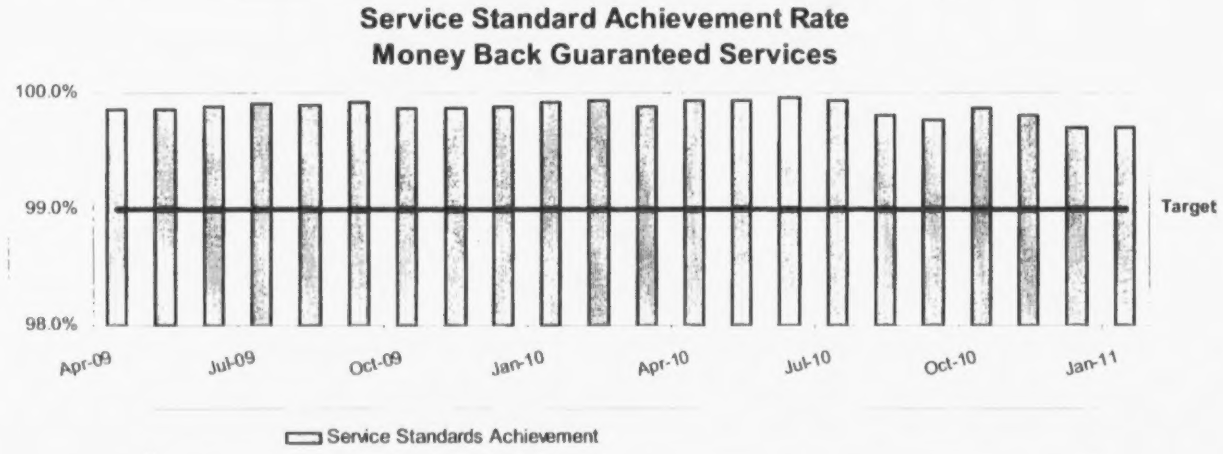
ServiceOntario is modernizing its service delivery network to improve service access and quality, and reduce wait times. It is integrating services and consolidating locations so more Ontarians will be able to do "one-stop-shopping" for licensing and registration services.

Aligned with the ServiceOntario program and Corporate I&IT program, the Government Services Cluster provides strategic advice and cost-effective technology solutions for ServiceOntario and ministry partners in implementing key businesses objectives as well as modernizing government services via public-facing online applications.

Performance Measures

The ministry's performance measures, aligned with the nine strategies, help the ministry assess its progress toward becoming a modern, efficient public service. Some measures include:

Service Standards Achievement measures the percent of transactions delivered within established service standards, and indicates the effectiveness of service delivery processes. The money-back service guarantee has had an average 99.8 per cent achievement rate in Fiscal 2010-11. The graph displays guaranteed service performance better than target. Service levels exceed 99 per cent. The goal for 2011-12 is to maintain a service standard achievement rate above 99 per cent rate through strict process control and continuous improvement. The benefit to the public is high satisfaction and increased confidence in government.



ServiceOntario surveys customer satisfaction throughout the year for each of its service delivery channels: on-line, retail offices, telephone and kiosks. Customers rate their service experience from 1 (very dissatisfied) to 5 (very satisfied). The ServiceOntario performance indicator is the per cent of customers indicating a 5 rating for their overall satisfaction. The results in the table below are based on surveys in all channels.

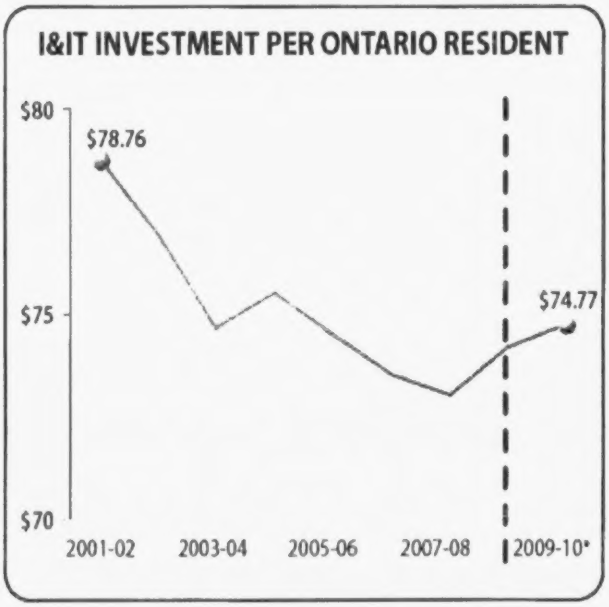
Overall Satisfaction		2011-12	2010-11	2009-10	2008-09
% of customers very satisfied with their most recent ServiceOntario experience	Targets	79%	78%	72%	70%
	Results		78%	77%	74%

ServiceOntario is firmly committed to continuous, steady improvement in customer satisfaction. This commitment is embedded in the Ministry's Results-based Plan.

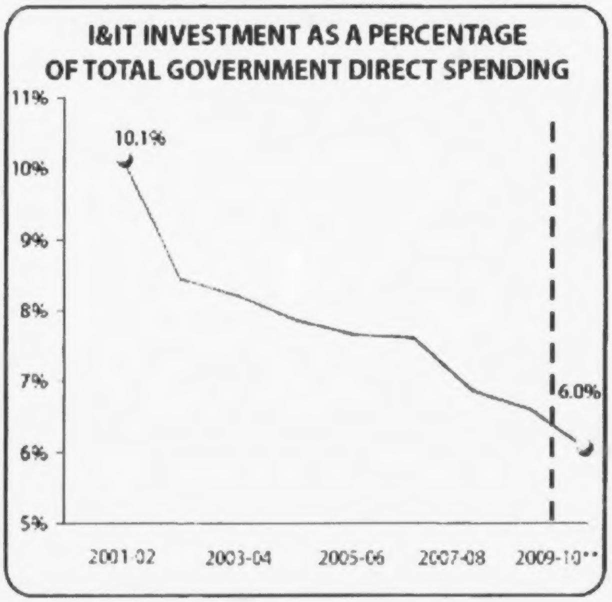
Efficient use of Information and Information Technology Resources (I&IT) enables public services to be more reliable, cost effective, convenient and accessible. Examples include:

- Improving e-channels, which has resulted in increased use of e-channels that typically rate higher in user satisfaction than other service channels
- Improving service delivery timeframes and increasing availability of information and services.
- Reducing geographical divides through investing in broadband access to support the digital economy and online collaboration
- Successfully controlling government hardware and software expenditures, and building internal capacity by converting external consulting roles into less expensive staff roles, where appropriate
- Strategic I&IT capital investments to build a solid foundation for future expansion, e.g. the Guelph Data Centre and efficient management of applications.

Spending per resident on I&IT in Ontario was $74.77 in 2009-10, down from $78.76 in 2001-02.



I&IT Spending has steadily decreased as a percentage of direct Ontario Government spending, from 10.1 percent in 2001-02 to 6.0 percent in 2009-10.



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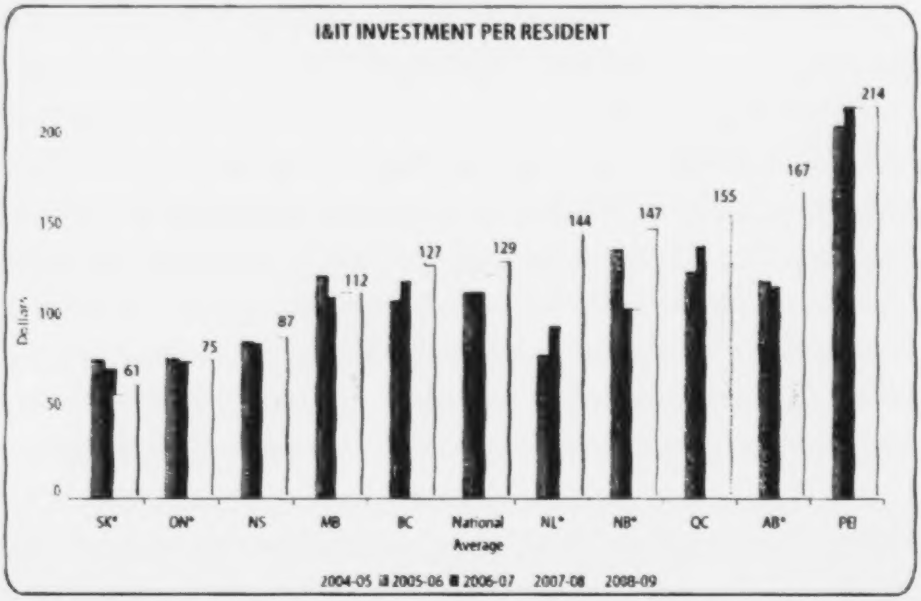
* Historical I&IT Investment numbers prior to 2008-09 are not directly comparable to 2009-10 financial numbers, due to the change in accounting (minor Tangible Capital Assets) policy effective 2009-10.

I&IT investment includes both operating and capital I&IT related expense.

In 2008-09, Ontario had the second-lowest I&IT Investment per resident among the provinces.



Source: Provincial IT investment from Public Sector Research Inc (PSR) and population by province from Statistics Canada

* Denotes provinces that have provided I&IT investment information to PSR. Note the I&IT investment of other provinces estimated by PSR.

I&IT investment per resident in 2008-09 increased slightly in most provinces, compared to 2007-08[1].

I&IT is continually looking to deliver business value through modernization of I&IT systems and leveraging of OPS IT investment to enhance service to Ontarians.

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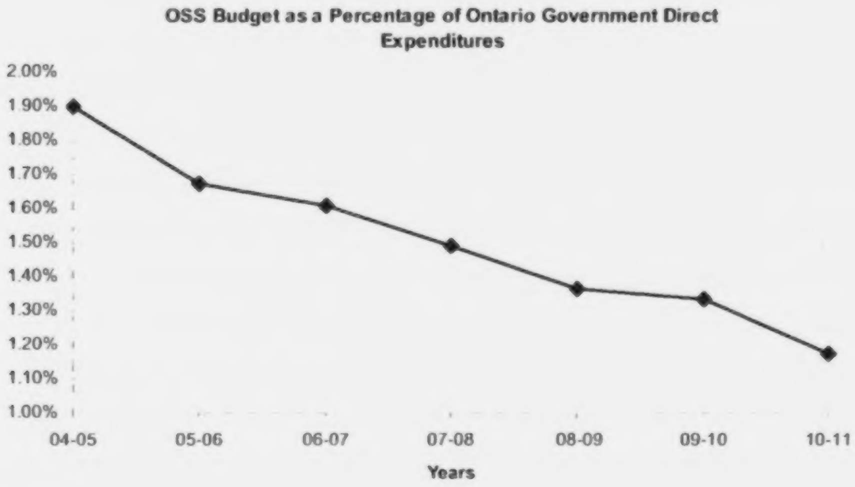
[1] The comparative data for provincial I&IT investment is only available up to 2008-09. In comparing I&IT investment amounts for the provinces one should be aware that there are factors that may affect comparability.

Use of **Shared Services** enables cost savings through leveraging of scale and uniformity across programs. Ontario Shares Services provides enterprise-wide employee and business support services to the OPS, including financial processing and collections, supply chain management, payroll management and processing, and benefits administration.

The results below demonstrate that OSS is delivering more with fewer resources in support of government programs.



OSS Budget as a percentage of Government direct spend has gone from 1.90% to 1.17% over the past six years.

	04-05	05-06	06-07	07-08	08-09	09-10	10-11
OSS Budget*	184	172	175	171	166	165	162
Ontario Government Direct Expenditures**	9,679	10,276	10,888	11,474	12,142	12,347	13,795
OSS Budget as a % of OPS Direct Spend	1.90%	1.67%	1.61%	1.49%	1.37%	1.34%	1.17%

Notes:

* Data adjusted to aid comparability.

** 04-05 to 09-10 data based on Public Accounts excluding transfer payments and other transactions

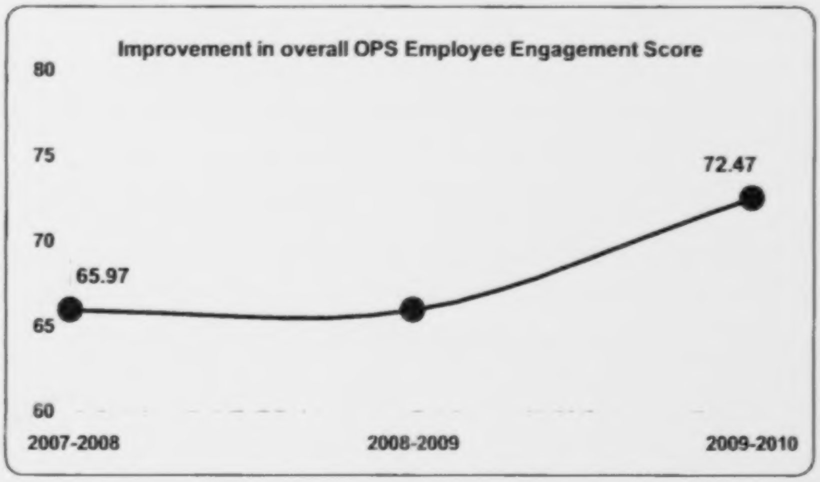
**10-11 data based on Printed Estimates including consolidation & other adjustments less recoveries

OSS's goal is to continually innovate in the delivery of government services in order to increase efficiency and provide enhanced services to internal clients.

The **Human Resources Services Program** ensures the organization delivers world leading customer services by employing and retaining a skilled and innovative work force.

The progress the OPS is making towards these goals is determined through the OPS Employee Survey. The results of the 2009 OPS Employee Survey indicate that the level of job satisfaction and commitment to the OPS and its goals has increased 10 percent since 2007.

These results are a good indicator that OPS HR Programs and Policies are having a positive effect on the current workforce.



The survey is now conducted bi-annually. The results of the 2011 OPS Employee Survey are expected in June and will provide another opportunity to gauge ministry progress.

HROntario's goal is to support the Ontario Public Service (OPS) in becoming an employer of choice – an organization able to attract, engage and retain highly competent, diverse employees who can deliver on the government's priorities for Ontarians.

HIGHLIGHTS: 2010-11 KEY RESULTS AND ACHIEVEMENTS

Significant ministry achievements for 2010-11 include:

ServiceOntario continued to improve its accessibility to businesses under its Open for Business initiative.

- A new online service called ONe-Source for business was launched as part of the government's overall Open Ontario strategy. It is an electronic, one-stop shop for Ontarians thinking about starting a business, or those already established. The portal will evolve over the next few years, eventually allowing business owners to track their accounts online.

- ServiceOntario launched a new electronic service enabling extra-provincial foreign corporations to file annual returns electronically.

- The telephone channel was also enhanced with the launch of the 1-888 Business Info Line in collaboration with Industry Canada. The line provides a single point of access and saves businesses time in searching and/or calling multiple numbers to access information or services.

ServiceOntario also continued to enhance its services to families.

- Ontario families can now apply online for Canada Child Benefits, including the Ontario Child Benefit, in addition to the previously available online newborn registration services. Using the Newborn Registration Service, parents can now register their newborn, apply for a birth certificate, a Social Insurance Number Card and Canada Child Benefits in one easy-to-use online service.

- ServiceOntario expanded its trendsetting online service guarantees to include Government publications ordered online through ServiceOntario. ServiceOntario was the first in North America to offer money-back guarantees on the timely offering of public services. Currently eight online services are guaranteed:
    - Regular and Premium Birth Certificates – 15 and five days respectively
    - Regular and Premium Marriage Certificates – 15 and five days respectively
    - Regular and Premium Death Certificates – 15 and five days respectively
    - Master Business Licences – Two days
    - Publications – Six business days.

- ServiceOntario continued to pursue its Aboriginal Registration initiative to assist families in Northern Communities register their babies. Additional delivery methods were implemented in 2010 with the creation of Local Ambassador Networks where a network of local volunteer representatives were trained to assist new parents in their community. As of December 2010, local volunteer representatives were active in 23 communities.

Other improvements to service delivery include:

- Archives of Ontario expanded its hours of service to better serve the public. Hours of service were expanded on Tuesdays, Thursdays and Saturdays.

- New technologies were also used by Archives to disseminate information including Twitter and YouTube.

People

The Ministry of Government Services continued to pursue excellence in Human Resource management.

- OPS received a number of awards including
    - One of Canada's top 100 Employers for the third consecutive year
    - One of Canada's top diversity employers for the fourth consecutive year
    - One of the Best employers for new Canadians
    - One of Canada's Greenest Employers

  - Top Employer for Canadians over 40.

- The Youth and New Professionals Secretariat in HROntario offered 230 internships to newcomers and co-ordinated approximately 5,000 summer employment opportunities through the Summer Experience Program. The OPS Learn and Work program provided work experiences for 130 youth in Toronto, Windsor, Thunder Bay and Hamilton, with a focus on encouraging high school students to earn credits towards their high school diploma. Secretariat staff attended approximately 90 outreach events over the course of the year with the intent of increasing awareness of the OPS as the employer of first choice.

- The Ministry of Government Services also implemented a number of initiatives to lower unintentional barriers to hiring of top talent from diverse backgrounds. Plain language was used in OPS advertisements and job alerts to candidates, a manager's guide was prepared to assist managers in barrier free recruiting and a dedicated TTY service was implemented for deaf or hard of hearing candidates.

- The Ministry of Government Services successfully managed OPS labour relations by negotiating framework agreements that reflected an awareness of the economic climate and were respectful of taxpayers. One of the key settlements was the agreement reached for two years of no wage increases with three OPS bargaining agents (ALOC, OCAA and OPPA) consistent with the government's policy statement. Ministry of Government Services also froze compensation structures in the OPS for two years for all non-bargaining employees.

- In 2010, HROntario launched the Ontario.ca site for the public disclosure of political and ministry expense information and also coordinated the development of this capacity in agencies' websites. The launch was part of the continued effort to fulfill the Premier's commitment to the public disclosure of expenses for agencies in the Ontario Public Service.

Efficiencies

The Ministry of Government Services continues to modernize its IT infrastructure with a view to optimizing energy performance, increasing efficiency, sustaining critical operations and managing future growth.

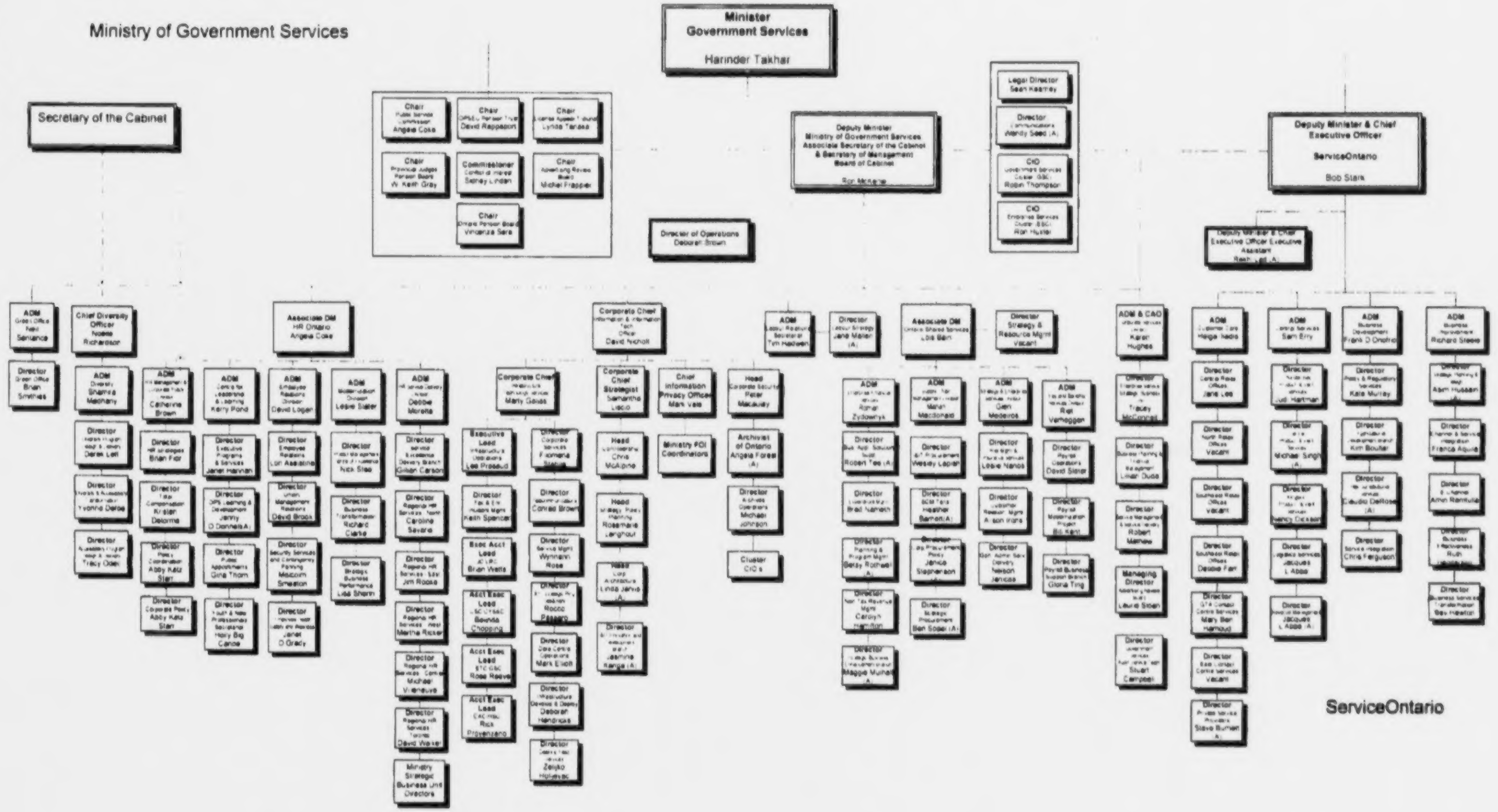
- The Green Office implemented Phase II of the electronic waste (e-waste) disposal program. This phase expands the list of items eligible for disposal to include photocopiers, faxes and scanners. The OPS has successfully recycled over 1,000 tonnes of e-waste since April 2009 with approximately 400 tonnes being recycled in 2010-11. Approximately 9,500 print devices have also been identified for disposal.

- In 2010-11, the government reduced its number of computer servers by 30% to 3,975 down from 5,718, saving approximately $3.5 million annually in computer hardware costs and another $1.5 million in power/facility costs.

- Through the Major Applications Portfolio Strategy (MAPS) the government continues to modernize key government IT applications which are near technological obsolescence. As of January 2011, 44 such applications have been addressed through upgrades or remediation. Addressing these requirements in a timely manner ensures the continued delivery of critical public services.

- In December 2010, the government launched a new Information Access and Privacy web site, providing improved access to Ontario government information and better support for institutions covered by provincial and municipal freedom of information and protection of privacy legislation.

ORGANIZATIONAL CHART


Ministry of Government Services
Minister
Government Services
Harinder Takhar
Secretary of the Cabinet
Chair
Angela Coke
Chair
David Rappaport
Chair
Lynda Tanaka
Chair
W. Keith Gray
Commissioner
Sidney Linden
Chair
Michel Frappier
Chair
Vincenza Sera
Director of Operations
Deborah Brown
Deputy Minister
Ministry of Government Services
Associate Secretary of the Cabinet
& Secretary of Management
Board of Cabinet
Ron McKerlie
Legal Director
Sean Kearney
Director
Wendy Seed (A)
CIO
Robin Thompson
CIO
Ron Huxter
Deputy Minister & Chief
Executive Officer
ServiceOntario
Bob Stark
Deputy Minister & Chief
Executive Officer Executive
Assistant
ADM
Neil Sentance
Director
Brian Smithies
Chief Diversity
Officer
Noella
Richardson
ADM
Shamira
Madhany
Director
Derek Lett
Director
Yvonne Defoe
Director
Tracy Odell
ADM
Catherine
Brown
Director
Brian Fior
Director
Kristen
Delorme
Director
Abby Katz
Starr
Director
Abby Katz
Starr
ADM
Kerry Pond
Director
Executive
Programs
& Services
Janet Hannah
Director
Jenny
O Donnell (A)
Director
Public
Appointments
Gina Thom
Director
Holly Big
Canoe
Associate DM
HR Ontario
Angela Coke
ADM
David Logan
Director
Employee
Relations
Lori Assaline
Director
Union
Management
Relations
David Brook
Director
Security Services
and Contingency
Planning
Malcolm
Smeaton
Director
Janet
O Grady
ADM
Leslie Slater
Director
Nick Stoo
Director
Business
Transformation
Richard
Clarke
Director
Strategic
Business
Performance
Lisa Sherin
ADM
Debbie
Moretta
Director
Gillian Carson
Director
Caroline
Savard
Director
Jim Roose
Director
Martha Ricker
Director
Michael
Villeneuve
Director
David Walker
Ministry
Strategic
Business Unit
Directors
Corporate Chief
Information & Information
Tech
Officer
David Nicholl
Corporate Chief
Marty Gelda
Executive
Lead
Lee Prasaud
Director
Keith Spencer
Exec Acct
Lead
Brian Watts
Acct Exec
Lead
Belinda
Chopping
Acct Exec
Lead
Rose Reeve
Acct Exec
Lead
Rick
Provenzano
Director
Corporate
Services
Filomena
Director
Conrad Brown
Director
Service Mgmt
Wynnann
Rose
Director
Rocco
Passero
Director
Data Centre
Operations
Mark Elliott
Director
Deborah
Hendricks
Director
Zeljko
Holjevac
Corporate
Chief
Strategist
Samantha
Liscio
Head
Chris
McAlpine
Head
Rosemarie
Langhout
Head
Corp
Architecture
Linda Jarvis
(A)
Director
Jasmine
Ranga (A)
Chief
Information
Privacy Officer
Mark Vale
Ministry FOI
Coordinators
Head
Corporate Security
Peter
Macaulay
Archivist
of Ontario
Angela Forest
(A)
Director
Archives
Operations
Michael
Johnson
Cluster
CIO's
ADM
Labour Relations
Secretariat
Tim Hadwen
Director
Labour Strategy
Jane Maher
(A)
Associate DM
Ontario Shared Services
Lois Bain
ADM
Rohan
Zydownyk
Director
Robert Tee (A)
Director
Brad Nameth
Director
Planning &
Program Mgmt
Betsy Rothwell
(A)
Director
Non Tax Revenue
Mgmt
Carolyn
Hamilton
Director
Maggie Mulhall
(A)
ADM
Marian
Macdonald
Director
Wesley Lapier
Director
Heather
Barnett (A)
Director
Janice
Stephenson
Director
Strategic
Procurement
Ben Sopel (A)
ADM
Glen
Medeiros
Director
Leslie Nanos
Director
Alison Irons
Director
Nelson
Jenicas
Director
Strategy &
Resource Mgmt
Vacant
ADM
Riel
Verhaggen
Director
Payroll
Operations
David Slater
Director
Bill Kent
Director
Gloria Ting
ADM & CAO
Karen
Hughes
Director
Tracey
McConnell
Director
Lilian Duda
Director
Robert
Mathew
Managing
Director
Laurie Sloan
Director
Stuart
Campbell
ADM
Customer Care
Helga Iliadis
Director
Jane Lee
Director
North Retail
Offices
Vacant
Director
Southwest Retail
Offices
Vacant
Director
Southeast Retail
Offices
Debbie Farr
Director
GTA Contact
Centre Services
Mary Bee
Hamoud
Director
Contact
Centre Services
Vacant
Director
Private Service
Providers
Steve Burnett
(A)
ADM
Sam Erry
Director
Judi Hartman
Director
Michael Singh
(A)
Director
Nancy Dickson
Director
Logistics Services
Jacques
L Abbe
Director
Jacques
L Abbe (A)
ADM
Business
Development
Frank D Onofrio
Director
Policy & Regulatory
Services
Kate Murray
Director
Kim Boutler
Director
Claudio DeRose
(A)
Director
Service Integration
Chris Ferguson
ADM
Business
Improvement
Richard Steele
Director
Asim Hussain
Director
Franca Aquila
Director
Amin Ramtulla
Director
Business
Effectiveness
Ruth
Director
Business Services
Transformation
Bev Hewitt
ServiceOntario

ACTS ADMINISTERED BY THE MINISTRY OF GOVERNMENT SERVICES

Adjudicative Tribunals Accountability, Governance and Appointments Act, 2009, S. O. 2009, c. 33, Sched. 5

Archives and Recordkeeping Act, 2006, S.O. 2006, c. 34, Sched. A

Boundaries Act, R.S.O. 1990, c. B.10

Business Corporations Act, R.S.O. 1990, c. B.16, in respect of:
(a) filing, recording and searching articles and other documents;
(b) the powers and duties of the Minister unrelated to the prosecution of offences;
(c) the powers and duties of the Director;
(d) recommending regulations to be made by the Lieutenant Governor in Council unrelated to health profession corporations.

Business Names Act, R.S.O. 1990, c. B.17, in respect of:
(a) registering, recording and searching names;
(b) the powers and duties of the Minister;
(c) the powers and duties of the Registrar;
(d) recommending regulations to be made by the Lieutenant Governor in Council.

Business Regulation Reform Act, 1994, S.O. 1994, c. 32, except in respect of sections 1, 2 and 3.

Cabinet Ministers' and Opposition Leaders' Expenses Review and Accountability Act, 2002, S.O. 2002, c. 34, Sched. A

Certification of Titles Act, R.S.O. 1990, c. C.6

Change of Name Act, R.S.O. 1990, c. C.7

Condominium Act, 1998, S.O. 1998, c. 19, in respect of:
(a) registration and creation of condominium corporations;
(b) making Minister's regulations;
(c) subsection 177(3) as it pertains to Minister's regulations.

Corporations Act, R.S.O. 1990, c. C.38, in respect of:
(a) filing, recording and searching letters patent and other documents;
(b) the powers of the Lieutenant Governor;
(c) the powers and duties of the Minister unrelated to the prosecution of offences;
(d) recommending regulations to be made by the Lieutenant Governor in Council.

Corporations Information Act, R.S.O. 1990, c. C.39, except in respect of sections 1, 13, 14, 15 and 18.

Electronic Land Registration Services Act, 2010, S.O. 2010, c. 1, Sched. 6

Electronic Registration Act (Ministry of Consumer and Business Services Statutes), 1991, S.O. 1991, c. 44, in respect of sections 4, 5 and 6.

Extra-Provincial Corporations Act, R.S.O. 1990, c. E.27, in respect of:
(a) applying for, recording and searching licences and other documents;
(b) the powers and duties of the Minister;
(c) the powers and duties of the Director;
(d) recommending regulations to be made by the Lieutenant Governor in Council.

Flag Act, R.S.O. 1990, c. F.20

Floral Emblem Act, R.S.O. 1990, c. F.21

Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. F.31

Government Advertising Act, 2004, S.O. 2004, c. 20

Highway Traffic Act, R.S.O. 1990, c. H.8, in respect of Part III

Land Registration Reform Act, R.S.O. 1990, c. L.4

Land Titles Act, R.S.O. 1990, c. L.5

Licence Appeal Tribunal Act, 1999, S.O. 1999, c. 12, Sched. G

Limited Partnerships Act, R.S.O. 1990, c. L.16, in respect of:
  (a) filing, recording and searching declarations and other documents;
  (b) the powers and duties of the Minister;
  (c) the powers and duties of the Registrar;
  (d) recommending regulations to be made by the Lieutenant Governor in Council.

Lobbyists Registration Act, 1998, S.O. 1998, c. 27, Sched.

Marriage Act, R.S.O. 1990, c. M.3

Ministry of Government Services Act, R.S.O. 1990, c. M.25, except in respect of the Ontario Realty Corporation and real property matters.

Municipal Freedom of Information and Protection of Privacy Act, R.S.O. 1990, c. M.56

Official Notices Publication Act, R.S.O. 1990, c. O.3

Ontario Provincial Police Collective Bargaining Act, 2006, S.O. 2006, c. 35, Sched. B

Ontario Public Service Employees' Union Pension Act, 1994, S.O. 1994, c. 17, Sched.

Partnerships Act, R.S.O. 1990, c. P.5, in respect of sections 44.3 and 44.4.

Personal Property Security Act, R.S.O. 1990, c. P.10, in respect of:
  (a) registering, recording and searching financing statements and other documents;
  (b) the powers and duties of the Minister;
  (c) the powers and duties of the Registrar;
  (d) recommending regulations to be made by the Lieutenant Governor in Council.

Public Sector Expenses Review Act, 2009, S.O. 2009, c. 20

Public Service of Ontario Act, 2006, S.O. 2006, c. 35, Sched. A

Public Service Pension Act, R.S.O. 1990, c. P.48

Registry Act, R.S.O. 1990, c. R.20

Repair and Storage Liens Act, R.S.O. 1990, c. R.25, in respect of:
  (a) registering claims for liens and other documents;
  (b) the powers and duties of the Minister;
  (c) the powers and duties of the Registrar.

Vital Statistics Act, R.S.O. 1990, c. V.4

AGENCIES, BOARDS AND COMMISSIONS

Name & Type	Description	Member	Address
Advertising Review Board **Type**: Regulatory	Mandatory central common service for the OPS procurement of advertising, public/media relations and creative communications services. Establishes corporate Vendor of Record (VOR) arrangements, oversees supplier selection processes to ensure government guidelines and directives are met, and monitors compliance with advertising and communications services procurement policy.	**Chair:** Michel Frappier Pursuant to the MBC Government Appointees Directive, all Board Members are Ministerial appointments.	**Location:** 900 Bay Street 2nd Floor, Room M2-56 Macdonald Block Toronto, Ontario M7A 1N3
Deputy Judges Remuneration Commission **Type**: Advisory	Provides recommendations to the government on the remuneration and expenses for Ontario Deputy Judges.	**Chair:** Marilyn Nairn A single Commissioner is selected jointly by the Ontario Deputy Judges Association and the Minister of Government Services. The Minister of Government Services shall appoint the Commissioner.	**Location:** 77 Wellesley Street West 7th Floor Ferguson Toronto, Ontario M7A 1N3
Justices of the Peace Remuneration Commission **Type**: Advisory	Established under the Justices of the Peace Act. It makes recommendations to the government on remuneration for Justices of the Peace.	**Chair:** Marilyn Nairn The Lieutenant Governor-in-Council appoints three members. One person is selected by the Association of Justice of the Peace, one by the Minister of Government Services and one is selected jointly by the two.	**Location:** 77 Wellesley Street West 7th Floor Ferguson Toronto, Ontario M7A 1N3

Name & Type	Description	Member	Address
License Appeal Tribunal **Type:** Adjudicative	Hears appeals from decisions concerning compensation claims and licensing activities regulated by the Ministry of Consumer Services, the Ministry of Transportation, the Ministry of Children and Youth Services, the Ministry of Training, Colleges and Universities, the Ministry of Municipal Affairs and Housing, and the Ministry of Community Safety and Correctional Services. Beginning July 1, 2011 LAT will hear appeals related to the regulatory decisions of the Alcohol and Gaming Commission of Ontario (AGCO).	**Chair:** Lynda Tanaka The Lieutenant Governor-in-council appoints not fewer than three members and designates one of the members as chair and may designate one or more other members as vice-chairs.	**Location:** 1 St. Clair Avenue West 12th Floor Toronto, Ontario M4V 1K6
Office of the Conflict of Interest Commissioner **Type:** Regulatory	Is responsible for certain conflict of interest and political activity matters under the Public Service of Ontario Act (PSOA). The Commissioner is responsible for approving conflict of interest rules of public bodies, handling requests for advice or rulings from Deputy Ministers, Chairs of public bodies and other designated individuals; considering requests to engage in political activities not permitted by PSOA; and, receiving financial declarations from identified public servants working on matters involving the private sector.	**Commissioner:** Hon. Sidney Linden The Lieutenant Governor-in-Council appoints the Commissioner who may designate a person employed in the office of the Commissioner to act in their absence.	**Location:** 2 Bloor Street East 18th Floor Toronto, Ontario M4W 3J5
Ontario Public Service Employees' Union Pension Plan Board of Trustees **Type:** N/A	An independent organization (not a Crown agency) responsible for the administration of the OPSEU Pension Plan, including the investment of the pension fund and adjudicating claims under the plan.	**Chair:** Maurice Gabay The board is composed of ten members, five of whom are appointed by OPSEU and five by the government.	**Location:** 1 Adelaide Street East Suite 1200 Toronto, Ontario M5C 3A7

Name & Type	Description	Member	Address
Ontario Public Service Pension Board (Ontario Pension Board) **Type:** Trust	Responsible for the administration of the Public Service Pension Plan (PSPP), including the investment of the pension fund and adjudication of claims under the plan.	**Chair:** Vincenza Sera The Lieutenant Governor-in-Council appoints at least four members, at least one of whom represents members of a bargaining agent. There are currently 9 board members, 3 of whom were nominated by bargaining agents	**Location:** 200 King Street West Suite 2200 Toronto, Ontario M5H 3X6
Provincial Judges Pension Board **Type:** Trust	Responsible for the administration of the Provincial Judges Pension Plan, including adjudication of claims under the plan, but excluding the investment of the pension fund.	**Chair:** Keith Gray The Lieutenant Governor-in-Council appoints three members and designates a chair.	**Location:** c/o Ontario Pension Board 200 King Street West Suite 2200 Toronto, Ontario M5H 3X6
Provincial Judges Remuneration Commission **Type:** Advisory	Established under the Courts of Justice Act to make recommendations to the government on the remuneration for Ontario Court of Justice.	**Chair:** Vacant The Lieutenant Governor-in-Council and the judges' associations appoint the chair jointly. One member is appointed by the associations representing provincial judges and another member is appointed by the Lieutenant Governor in Council.	**Location:** 77 Wellesley Street West 7th Floor Ferguson Toronto, Ontario M7A 1N3
Public Service Commission **Type:** Regulatory	Provides strategic enterprise-wide oversight and direction for the effective management and administration of human resources with statutory authority from the Public Service of Ontario Act.	**Chair:** Angela Coke The Lieutenant-Governor in-Council appoints the chair and at least two other members.	**Location:** 99 Wellesley Street West 5th Floor Whitney Block Toronto, Ontario M7A 1N3
Public Service Grievance Board **Type:** Adjudicative	Hears appeals of grievances regarding discipline, dismissal and working conditions of Ontario Public Servants who are not members of the bargaining units of the Ontario Public Service Employees' Union, the Association of Management, Administrative and Professional Crown Employees of Ontario or the Professional Engineers of the Government of Ontario.	**Chair:** Donald Carter The Lieutenant Governor-in-Council appoints a chair and at least two other members.	**Location:** 180 Dundas Street West Suite 600 Toronto, Ontario M5G 1Z8

AGENCIES, BOARDS AND COMMISSIONS - FINANCIAL SUMMARY

Agencies (may be known as Boards, Commissions, Corporations etc.) are provincial government organizations which are established by and accountable to the government. They are largely self-financing operations and as such do not appear in the ministry's expenditure estimates except where noted. However, some do receive some or all of their funding from the Ministry. The portion funded by the Ministry is shown below.

	Classification	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
		$	$	$	$	$	$
Advertising Review Board[A]	Regulatory	1,226,600	-	1,909,900	-	978,896	-
Deputy Judges Remuneration Commission[B]	Advisory	10,000	-	31,066	-	-	-
Justices of the Peace Remuneration Commission[B]	Advisory	35,000	-	23,378	-	4,684	-
Licence Appeal Tribunal[A]	Adjudicative	3,269,600	73,100	1,708,400	65,000	1,469,206	73,363
Office of the Conflict of Interest Commissioner[A]	Regulatory	1,074,800	-	905,700	-	873,835	-
Ontario Pension Board	Trust	392,000	-	449,159	-	278,411	-
Ontario Public Service Employees' Union Pension Plan Board of Trustees	Not Applicable	-	-	-	-	-	-
Provincial Judges Pension Board	Trust	70,000	-	66,000	-	62,700	-
Provincial Judges Remuneration Commission[B]	Advisory	55,000	-	-	-	-	-
Public Service Commission	Regulatory	2,600	-	3,944	-	4,236	-
Public Service Grievance Board[C]	Adjudicative	3,360	-	3,360	-	3,360	-

Notes:

A. Amounts represent the agency's full allocation. Agency appears in MGS estimates.
B. Amounts do not include legal services costs recoverable from MAG.
C. Administered by the Ministry of Labour on behalf of MGS.

MINISTRY FINANCIAL INFORMATION

Table 1 - Ministry Planned Expenditures 2011-12 ($M)

Operating	2,395.4
Capital	29.3
TOTAL	**2,424.8**

*Includes statutory appropriations and consolidations (excludes operating and capital assets)

Ministry Voted Operating and Capital (excluding Operating and Capital Assets)

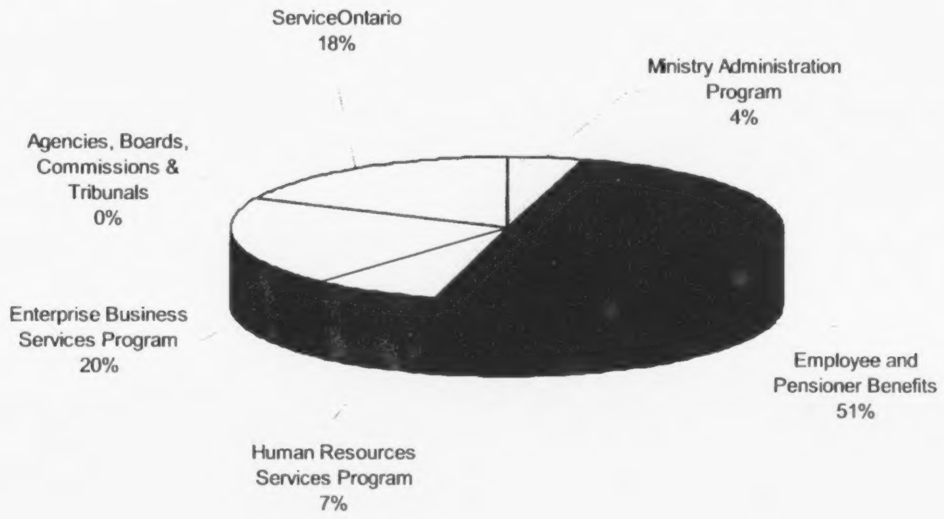


Table 2 - Operating and Capital Summary by Vote

The Ministry of Government Services (MGS) provides services to ministries across the Ontario Public Service (OPS) and to the public, working enterprise-wide to transform and improve government services. The long-term vision of the ministry is to deliver cost-effective modern government services that are simpler, faster, and easier to use. MGS is also working to ensure it has a more connected, diverse and inclusive workforce. This vision will be achieved through the ministry's priorities: providing simple, seamless, and personalized services to the public and focusing on excellence in people, processes, and technology in its employer and enterprise role.

Vote/Program	2011-12 Estimates	Change From 2010-11 Estimates		2010-11 Estimates	2010-11 Interim Actuals	2009-10 Actuals
	$	$	%	$	$	$
Operating and Capital						
Ministry Administration Program	70,746,300	2,620,700	3.8%	68,125,600	60,147,700	32,473,679
Employee and Pensioner Benefits	796,910,300	134,597,700	20.3%	662,312,600	662,312,600	626,042,438
Human Resources Services Program	119,925,900	(13,834,600)	(10.3%)	133,760,500	127,929,700	121,794,370
Enterprise Business Services Program	320,734,500	(15,753,400)	(4.7%)	336,487,900	326,515,900	476,525,305
Agencies, Boards, Commissions & Tribunals	5,571,000	(5,400)	(0.1%)	5,576,400	5,973,000	4,770,937
ServiceOntario	290,826,700	(4,629,000)	(1.6%)	295,455,700	301,996,100	299,626,211
Total Operating and Capital to be Voted	**1,604,714,700**	**102,996,000**	**6.9%**	**1,501,718,700**	**1,484,875,000**	**1,561,232,940**
Statutory Appropriations	853,865,514	107,177,200	14.4%	746,688,314	835,426,914	543,789,486
Ministry Total Operating and Capital excluding Consolidations	**2,458,580,214**	**210,173,200**	**9.3%**	**2,248,407,014**	**2,320,301,914**	**2,105,022,426**
Consolidations & Other Adjustments						
Employee and Pensioner Benefits	(30,000,000)	-	0.0%	(30,000,000)	(30,000,000)	(43,417,584)
Employee and Pensioner Benefits - Non-cash Actuarial Adjustment	(3,791,700)	4,269,700	(53.0%)	(8,061,400)	(8,061,400)	-
Ministry Total Operating and Capital including Consolidations & Other Adjustments	**2,424,788,514**	**214,442,900**	**9.7%**	**2,210,345,614**	**2,282,240,514**	**2,061,604,842**
Operating and Capital Assets						
Ministry Administration Program	1,000	-	0.0%	1,000	-	-
Enterprise Business Services Program	255,003,900	44,964,600	21.4%	210,039,300	143,203,700	111,194,549
ServiceOntario	18,065,400	1,785,300	11.0%	16,280,100	7,454,000	3,315,511
Total Assets to be Voted	**273,070,300**	**46,749,900**	**20.7%**	**226,320,400**	**150,657,700**	**114,510,060**

For additional information, see:

http://www.fin.gov.on.ca/english/budget/estimates
http://www.fin.gov.on.ca/english/budget/paccts/
http://www.fin.gov.on.ca/en/budget/ontariobudgets/

APPENDIX: ANNUAL REPORT 2010-11

Achievements 2010-11

The Ministry of Government Services is focused on improving service to Ontario families and businesses. For Ontario families and businesses, these improvements should be experienced as "Simple, Seamless and Personalized Service" that provide an integrated suite of customized services available when and where required. The Ministry of Government Services has identified three priority levers of 'people', 'process' and 'technology' to enable these goals. This will be pursued in the context of the Ministry of Government Services core values: a commitment to the value, and benefits of, increased diversity and environmentally sustainable or 'green' business practices.

ServiceOntario[2] is the Ontario government's gateway to information and services online, at kiosks, in person and by telephone.

ServiceOntario
making it easier : c'est si simple

The Ontario Public Service is increasing the number and range of online services available to the public, and is witnessing a simultaneous rise in customer uptake. According to the 2010 United Nations eGovernment Survey[3], Canada ranked third, after South Korea and the United States in the eGovernment Development Index. As part of this continuing effort, the Ministry of Government Services retired or redesigned over 50 websites in 2010-11. The redesigned website were consolidated with the main ministry website, reducing duplication and making information and services easier to find.

ServiceOntario continued to enhance services to families in 2010. Ontario parents can apply for child tax benefits for newborns as part of the newly expanded Newborn Registration Service at ServiceOntario.ca. This partnership with the Canada Revenue Agency and Service Canada, allows parents to register their newborn, apply for a birth certificate, Social Insurance Number Card and now Canada Child Benefits with one single, easy-to-use online service. The expanded service, including the Canada Child Benefits application, became available across Ontario in July 2010.

The online money-back service guarantee was also expanded to include publications ordered online through ServiceOntario. Documents are guaranteed to be delivered to Ontarians within six business days, or customers may be eligible for a refund of up to $100. With this addition, ServiceOntario now offers eight online service guarantees. ServiceOntario fulfills over 225 requests for publications every business day.

ServiceOntario also launched an online "Multiple Valtag Renewal Service," enabling customers to renew more than one licence plate validation sticker at a time.

ServiceOntario continues to improve accessibility for businesses under the Open for Business initiative. As part of this initiative, ServiceOntario launched a new electronic service enabling extra-provincial foreign corporations doing business in Ontario to file Corporations Information Act Annual Returns electronically.

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[2] www.ServiceOntario.ca
[3] http://www2.unpan.org/egovkb/global_reports/10report.htm

A new online service called ONe-Source for Business was also launched in October as part of the government's overall Open Ontario strategy, and the Open for Business initiative. This new program is helping to modernize government and transform how businesses access the government services they need. It is an electronic, one-stop shop for Ontarians thinking about starting a business, or those already established. The portal will evolve over the next few years, eventually allowing business owners to track their accounts online with participating government program areas; much like an online banking site.

Improvements have also been made to in-person services.

In mid-December 2010, ServiceOntario expanded its in-person service centres. There are now nearly 300 integrated ServiceOntario centres located across the province. Approximately 95 per cent of Ontarians are now within 10 kilometres of an integrated ServiceOntario centre.

ServiceOntario, in partnership with ServiceCanada, continued to expand on its Aboriginal Registration Initiative to assist families in northern communities register their babies and apply for a birth certificate in preparation for newborn Indian Status application. In 2010, ServiceOntario launched additional Aboriginal Registration Pilots in 23 communities that took a different approach to assisting parents in the community than the existing in-person community clinics. Local Ambassador Networks were created where a network of local volunteer representatives were trained to assist new parents in their communities to complete birth registration documents. The approach recognized the need for, and benefits of, a culturally-adapted and flexible service delivery model.

Archives of Ontario expanded its services to better serve the public. Hours of service were extended on Tuesday and Thursday evenings and Saturdays, and educational programming was expanded to more efficiently provide services to citizens across the Province. New technologies are expanding reach - Archives is active on Twitter and had over 20 videos on You Tube in 2010. The Archives is also expanding its holdings with the acquisition of private collections. Donations of over 50 private archival collections from individuals, organisations, corporations, community and professional groups were acquired by the Archives in 2010-11 to complement its holdings of government records.

The improvements to customer services were enabled by changes in the three Ministry of Government Services priority areas of 'People', 'Processes' and 'Technology'.

People

The Ontario Public Service continues to achieve recognition as one of Canada's best employers in a wide variety of categories.

For the third consecutive year, the Ontario Public Service has been recognized as one of Canada's Top 100 Employers and one of the Greater Toronto Area's Top Diversity Employers, and for the fourth year in a row as one of Canada's Best Diversity Employers. For the first time, the OPS was also selected as one of the best employers for new Canadians, one of Canada's Greenest Employers, and as a Top Employer for Canadians over 40.

In 2010-11, the Youth and New Professionals Secretariat in HROntario offered access to approximately 6,000 employment experiences for youth and new professionals through specialized employment programs. In particular, the Internship for Internationally Trained Individuals program exceeded its targeted offering of 130 internships to newcomers to Canada by approximately 100. The Ontario Public Service Learn and Work program provided work experiences for 130 youth in Toronto, Windsor, Thunder Bay and Hamilton, with a focus on encouraging high school students to earn credits towards their high school diploma. Approximately 5,000 summer employment opportunities were coordinated by Youth and New Professionals Secretariat through the Summer Experience Program.

Canada's Best Diversity Employers **2010**

The Ministry of Government Services continued to act on its commitment to hiring top talent from diverse backgrounds. A number of initiatives were implemented to modernize the Ontario Public Service recruitment process by reducing unintentional barriers in the hiring process:

- Use of plain language in Ontario Public Service job advertisements and job alert service to candidates
- Development of a manager's guide to barrier-free recruiting covering job ads and the selection process
- Implementation of a dedicated TTY service for job applicant's who are deaf or hard of hearing.

Guided by the Ontario Public Service Diversity Office, the Ontario Public Service continues to be a leader in workplace diversity and inclusion. To date over 54,000 public servants have received accessibility training to increase awareness of barriers and improve customer service for persons with disabilities. Business units across the Ontario Public Service are also embedding tools such as the Inclusion Lens, an innovative online tool enabling decision-makers and policy developers to better incorporate diversity, accessibility and inclusion into policies, programs and services for Ontarians.

The Ministry of Government Services also effectively managed labour relations on behalf of the Ontario Public Service by successfully negotiating a number of framework agreements with Ontario Public Service bargaining agents. These agreements contribute to employee engagement, improved service to the public, support the diversity agenda and represented a fair and reasonable settlement to employees and the taxpayers of Ontario. One of the key settlements was the agreement reached for two years of no wage increases with three Ontario Public Service bargaining agents (ALOC, OCAA and OPPA) consistent with the government's policy statement. In addition, the Province froze compensation structures in the Broader Public Sector and the Ontario Public Service for two years for all non-bargaining employees.

Labour Relations Secretariat established in May 2010 is also playing a role in the effective management of resources by determining the factors that drive bargaining outcomes. For 2010-11, the Labour Relations Secretariat completed compensation restraint consultations and reported results to government. Outreach to counterparts in other Canadian and international jurisdictions is underway to develop an understanding of inter-jurisdictional Labour Relations models, best practices and to establish a forum for ongoing dialogue with a view to informing a long-term strategy for the province. The organization has developed a Statement of Guiding

Principles, formed a Broader Public Sector Employers Advisory Committee and internal community of practice, and developed a website to facilitate communication. The secretariat also identified short-term projects, medium-term sectoral engagement activities and a long-term strategy to advance the government's agenda for labour relations in the Broader Public Sector.

Process

As part of the continued effort to fulfill the Premier's 2009 commitment to the public disclosure of expenses for agencies and senior management in the Ontario Public Service, HROntario led a number of agency governance and accountability initiatives to promote strengthened oversight of the government's 250-plus classified agencies. In 2010, HROntario launched the Ontario.ca site for the public disclosure of political and ministry expense information and also coordinated the development of this capacity in agencies' websites.

Also on April 1, 2010, HROntario launched mandatory online training on the Travel, Meal and Hospitality Expense Directive for all ministry and classified agency staff who either submit or approve expense claims. This will further serve to meet the government's commitment to ensure the prudent use of public dollars.

The Modernization Division is currently rolling out Ontario's third report for the Taking Care of Business survey of Ontario Public Service business clients. The results will support Ontario Public Service efforts to improve access to service, to enhance the effectiveness of telephone, in-person and especially online services, and to reduce bureaucratic burden.

I&IT continued its efforts to ensure the organization is accountable in managing information. Corporate Security has established a Compliance Unit and the branch is also actively working to increase security awareness across the organization with a variety of education and training initiatives. The Office of the Chief Information and Privacy Officer (OCIPO) also continues to provide information management training to ministries, as well as help the government proactively identify and address privacy risks related to IT projects with the release of Privacy Impact Assessment (PIA) guidance document and tools in December 2010.

Ontario Shared Services undertook benchmarking initiatives to compare best in class private and public sector organizations. The results identified areas in which Ontario Shared Services is a top tier service provider. In the area of accounts payable and expense services the research conducted by the American Productivity and Quality Centre, an external benchmarking organization, found that Ontario Shared Services provides best in class expense payment processing against world class organizations.

Ontario Shared Services was also recognized by the John F. Kennedy School of Government, Harvard University as a leading edge shared services organization[4].

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[4] https://microsite.accenture.com/sharedservices/Research_and_Insights/Documents/shared_services_horizons_of_value.pdf

The Advertising Review Board was a lead supporter and one of the sponsors of 'Leading Social Change – Ideas, Tools & Inspiration" conference which highlights social marketing programs in Canada and around the world. The conference was held in January 2011, during the National Advertising Week.

The Green Office is also leading efforts to achieve environmental sustainability through greener business practices and it is helping to build a green culture in the Ontario Public Service through employee outreach and engagement. It has set targets to reduce the Ontario Public Service' Environmental Footprint and greenhouse gas emissions. To support achievement of Ontario Public Service green targets, a ministry green plan framework was approved in May 2010 under which all ministries have developed green plans to support the government wide targets.

In keeping with these objectives the Ontario Public Service Green Office organized the second annual Ontario Public Service Unplugged campaign in partnership with the Office of the Corporate Chief Information Officer. This campaign is an inter-ministerial challenge to promote reducing standby power consumption in the workplace by unplugging non-networked office devices. A total of 7,389 devices were unplugged with 2,109 devices being unplugged permanently. The estimated electricity savings from the permanently unplugged devices alone during this two-week campaign come to approximately 90,000 kWh/year.

The Green Office implemented phase II of the electronic waste (e-waste) disposal program that expands the list of items eligible as e-waste to include photocopiers, faxes and scanners. Through this initiative, the Government of Ontario is a leader in the responsible disposal of e-waste. The Ontario Public Service has successfully recycled over 1,000 tonnes of e-waste since April 2009 with approximately 400 tonnes being recycled in 2010-11.

In partnership with Office of the Corporate Chief Information Officer and Ontario Shared Services the Green Office continues to minimize paper use across the government. As part of this strategy 9,534 print devices have been identified for disposal to date and over 1,300 public forms are now available on the Central Forms Repository to reduce duplication.

As part of its Green Fleet Strategy to reduce fuel consumption and greenhouse gas emissions the Ministry of Government Services committed to increasing the number of hybrid vehicles in the Ontario Public Service fleet. Upon receipt of 2010-11 orders, the hybrid vehicle fleet will have increased to 1,048 hybrids from 103 in 2006, saving over 1 million litres of fuel per year.

The Green Office continued the phased implementation of the Fleet Management Information System to track, monitor and improve greenhouse gas emission rates of the Ontario Public Service fleet. Green driver training was delivered to an additional 1,300 Ontario Public Service drivers in 2010/11. The course provides advice to drivers on how to reduce fuel consumption and environmental impact.

To build on these successes Ontario Shared Services has implemented a Green Fit strategy to leverage the government's purchasing power to adopt innovative green technologies, products and solutions, as well as showcase successful Ontario products and services to potential customers in local and global markets.

As a result of these efforts the Ontario Public Service was recognized for the first time in 2010 as one of Canada's Greenest Employers. The Ontario Public Service was one of 35 employers to receive this award.

Technology

The Ministry of Government Services continues to manage spending growth while meeting new business demands.

In 2010-11, the government reduced its number of computer servers by 30% to 3,975 down from 5,718, saving approximately $3.5 million annually in computer hardware costs and another $1.5 million in power/facility costs.

In December 2010, the government launched a new Information Access and Privacy web site, providing improved access to Ontario government information and better support for institutions covered by provincial and municipal freedom of information and protection of privacy legislation.

Through the Major Applications Portfolio Strategy the government continues to modernize key government IT applications which are near technological obsolescence. As of January 2011, 44 such applications have been addressed through upgrades, remediation or replacement. Addressing these requirements in a timely manner ensures the continued delivery of critical public services.

IT Source offers a unique, modern approach to staffing projects across the enterprise. Since its creation in 2009 has been providing experienced resources to reduce the reliance on external fee-for-service consultants and allowing internal resources to be developed and retained. For 2010-11, IT Source has achieved cost avoidance/savings of more than $10M and can potentially avoid $10M in costs annually going forward.

The Guelph Data Centre (GDC) has made significant progress towards being fully operational. The GDC was certified for Tier IV Operational Sustainability, the first facility in the world to achieve this milestone. The GDC also began hosting applications in 2010-2011, including implementing the infrastructure for Elections Ontario and the Ontario Agency for Health Protection and Promotion. Common infrastructure equipment has been installed and an application migration plan has been established and approved by Cluster and Ministry stakeholders for implementation in 2011-12.

The government has actively supported communities and the private sector by funding the expansion of basic broadband infrastructure across the province, particularly in rural areas. In May 2010, the provinces participated in federal consultations for a national digital economy strategy. As a result, recommendations were made for federal action required to support Ontario's competitiveness in a global digital economy. The Digital Economy ADM committee now oversees the development of a number of products to inform a digital infrastructure strategy for Ontario's digital economy.

The Ministry of Government Services through the Green Office is also seeking to use technology to reduce travel in the Ontario Public Service and its attendant environmental impact, through virtual meetings. Fifty-five webcast events were held in 2010-11.

The Ministry of Government Services continues to modernize its IT infrastructure with a view to optimizing energy performance, increasing efficiency, sustaining critical operations and managing future growth.

Ministry Interim Actual Expenditures ($M) 2010-11

Operating *	2,291.2
Capital *	26.8
Staff Strength (As of March 31, 2011)	6,481

**includes statutory appropriations and consolidations*

Health and Long-Term Care

Ontario

Published Results-based Plan 2011-12

Ministry of Health and Long-term Care

ISSN # 1718-6730

Ce document est disponible en français

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MINISTRY OF HEALTH AND LONG-TERM CARE OVERVIEW

INTRODUCTION

The health care landscape has changed dramatically over the past several decades. New technology, drugs and procedures have increased life expectancy and greatly improved patient care. Our aging and growing population has increasingly put pressures on the system. Correspondingly, expectations of the health care system have increased almost as fast as the budget.

All these pressures are significant "drivers" of health care costs to the point where the untenable escalation in health care costs is the biggest threat to ensuring that the system will be there for future generations.

In 2011-12, about 42 cents of every dollar of Ontario's program budget will go to health care. Twenty years ago, it was 32 cents. If left unchecked, it would jump to 70 cents by 2020.

As important as health care is to everyone in Ontario, there are other priorities that the government must also fund. The real challenge is not allowing health care funding to crowd out all the other priorities that Ontarians also value and share as a community: investing in our schools, helping our vulnerable, protecting our environment and infrastructure.

A long-term, flexible and adaptable plan for health care was crafted by the government to meet and build on Ontarians' expectations of the health care system – and to ensure that it will be there to serve the needs of future generations of Ontarians.

As the squeeze on health care dollars tightened, hospitals – the biggest and most expensive component of health care – were the first to be put under the efficiency microscope. Emergency Room (ER) and surgical wait times were identified as key and targeted for improvement with a combination of dedicated funding (tied to performance and results) and significant sharing of best practices. New hospitals continued to be built and existing hospitals received capital funding to expand and modernize.

A key component of keeping people healthier and out of hospital are primary care providers. Improved access to family health care for all Ontarians will ensure that they have more appropriate alternatives to hospital ERs for non-emergency health care.

Yet Ontarians reported that they did not have adequate access to providers and that services were not meeting patients' needs. A number of initiatives addressed these concerns including the growth of Family Health Teams, the expansion of Nurse Practitioner-Led Clinics and increased medical/nursing school positions.

The efficiency and effectiveness of hospitals underwent a dramatic improvement. But they highlighted another issue in the system: the large number of people receiving in-patient hospital care who didn't need that level of care but who had nowhere else to go because there wasn't enough support for them to return home - known as Alternate Level of Care (ALC) patients.

Local Health Integration Networks (LHINs), created by the government to plan, fund and integrate local health services, now provide the insight, planning capability and integration power to address these issues. Support to community services has increased dramatically in the past few years.

The system had to change. A key element that signalled this sea change was the passage of the *Excellent Care for All Act 2010* (ECFAA) - the first step in a broad-based Excellent Care for All (ECFA) strategy that puts patients first by improving the quality and value of their experience and by delivering evidence-based health care.

EXCELLENT CARE FOR ALL

Evidence shows that waste, inefficiency and poor quality are what are costly to the health system. Quality care delivers value for investment in terms of positive patient outcomes and satisfaction.

The government decided that in future, investments in health care must produce evidence-based results and improve patient care and outcomes. They must be centred on the needs and choices of the patient and they must produce value. Building a culture of quality improvement in health care will support a more resilient sector, ensure that it will be there for future generations and produce better value for limited health care dollars.

The Excellent Care for All (ECFA) Strategy is a key driver of the government's health agenda. It will help to ensure that the health care system will be financially sustainable but that it will also deliver better care – both in terms of quality and accessibility.

Ontario's Excellent Care for All Strategy means that:

- The patient is at the centre of the health care system.
- Decisions about patient care are based on the best evidence and standards.
- The health care system is focused on the quality of care and the best use of resources.

The Excellent Care for All Strategy continues as the core of the ministry's 2011-12 RbP strategy, aimed at improving the delivery and quality of health care and promoting evidence-based care.

Excellent Care for All Strategy

System transformation is being achieved through a quality strategy focused on evidence-based care. Patient-centered care is an important global health system trend that places focus on the patient's "care needs" instead of just the "cure needs".

Health care organizations, beginning with hospitals, are now required to:

- Establish quality committees of the board
- Develop and make publicly available annual quality improvement plans that report on key quality indicators (e.g., patient safety)
- Ensure that executive compensation is tied to the success of quality improvement plans
- Carry out regular employee and care provider surveys and publicly report findings

Evidence-Based Care

Evidence-Based Care is a treatment philosophy focused on using the very best current evidence to support decision-making about the care of individual patients. Evidence-Based Care also supports better use of health care resources by focusing resources on delivery of care that is known to be effective.

The ECFA strategy reflects the government's commitment to ensure that both quality and value are entrenched in the health care system. Evidence-based health care is an essential part of this approach. This means ensuring consistent standards - doing things because they have been proven to work and not doing things that are not supported by clinical evidence.

The ministry is focusing on reducing expenditures on specific testing and interventions shown to have little to no known clinical benefit to patients. For example:

1. For patients at low risk for osteoporosis the province has reduced the frequency with which it will cover Bone Mineral Density testing (BMD).
2. Recent studies have shown that routine electrocardiograms (ECGs) and chest x-rays before cataract surgery do not improve how well the surgery turns out for

most patients. In some cases, these tests may be harmful for patients. As a result, ECGs and chest x-rays to prepare a patient for cataract surgery are only eligible for payment with prior approval from the ministry.

3. After consulting with the Ontario Medical Association and other key partners, as of July 1, 2010 the ministry is limiting the number of diagnostic sleep studies that an individual is eligible for to one every 12- month period and therapeutic sleep studies are limited to one every 24 months.

These changes are expected to result in savings of $9.4 million in 2010-11, growing to $19.8 million in 2013-14.

4. There is no evidence that routine testing of Vitamin D levels is beneficial. Faced with that evidence, and the extraordinary rising cost of the tests, the province is no longer funding tests for people who simply don't need them.

This change is resulting in a savings of $106.6M per year

Patient-Based Payment (PbP)

The ministry is working with the hospital sector to achieve the goals of improved quality, value and patient-centered care. The Patient-Based Payment (PbP) strategy will shift Ontario hospital funding to a system that creates the right financial environment for providers to deliver high quality, evidence-based care.

Currently, Ontario's hospitals receive most of their funding through fixed global budgets that are largely determined by historical factors. In many cases, this funding does not reflect the populations that hospitals now serve nor the types of patients that receive care. Global budget incentives can often work against hospitals improving the quality and efficiency of services they deliver.

PbP builds on Ontario's successful 'money follows the patient' Wait Time Strategy funding approach by clearly linking hospitals' funding with the level of services and quality of care that they deliver. It will ensure that fast growing areas of the province receive an appropriate share of funding to meet their needs and that funding reflects the best clinical evidence.

The PbP method will fund hospitals in a way that better reflects the volumes and types of patients treated and the quality of care delivered. The model develops a cost profile for every patient based on their clinical diagnosis, type of treatment received and the characteristics of the hospital where they received their care.

Hospitals will transition towards funding that reflects the expected rate, volume and quality of patient care delivered.

Health Quality Ontario (HQO)

Ontario's move toward Evidence-Based Care is being supported through an expanded role for the Ontario Health Quality Council, called Health Quality Ontario as of April 1, 2011.

Under HQO, the government is amalgamating five existing organizations and programs with similar mandates – the Medical Advisory Secretariat of the Ministry of Health and Long-Term Care, the Ontario Health Technology Advisory Committee, the Ontario Health Technology Evaluation Fund, the Centre for Healthcare Quality Improvement and the Quality Improvement and Innovation Partnership.

As a consolidated organization, HQO will lead provincial efforts to improve safety, effectiveness and the patient experience across all health care settings. HQO will help support the health system in focusing on evidence-based clinical practices that will improve quality. The agency will be actively involved in making recommendations to support improvements. It will help to inform the kinds of clinical services for which the government pays. Increasingly, spending will be tied to improvements in quality.

Community Supports

Without a strong and co-ordinated local system of home support, long-term care, mental health and addiction services and supportive housing, further economic and efficiency gains in the hospital sector could not be realized.

The government decided that a fundamental shift in philosophy would ensure that people received care where they wanted it – in the community. The Aging at Home initiative was instituted in 2007 to find local solutions to both ALC and home support. The plan built local capacity and focused significant funding and resources to these areas.

Through a wide range of community services such as increased home care, personal support and homemaking services provided by Community Care Access Centres, increased capacity across the system continuum, meals and transportation, and health and wellness programs, the strategy continued to improve seniors' quality of life, and helped to ensure that care is received at the right time and right place.

One of the key strategies for the coming fiscal year is to focus investments on shifting care from the more expensive acute sector to the community sector. As a result, funding for community support services, Community Care Access Centres and community mental health and addictions services will be increased across the board by 3 per cent.

Drug System Reform

In 2010 the government introduced reforms to Ontario's drug system that are resulting in annualized savings of $500 million. Those savings are being reinvested in the health care system.

eHealth

eHealth is a vital tool and key enabler that will support health care innovation across Ontario's health care system. eHealth will bring about the shift from paper-based record keeping to fast, efficient and secure electronic sharing among authorized health care providers, while safeguarding an individual's privacy.

The government's eHealth strategy is guided by a clear goal – to modernize the health care system, leading to better quality in patient care and efficient health service delivery.

Major projects well underway include the Emergency Neurosurgery Image Transfer System (ENITS) which enables the remote viewing of patients' neurological exam images across the province. With this tool, neurosurgeons can provide critical recommendations related to patient treatment and required transfers. ENITS has avoided nearly 1,600 patient transfers resulting in savings of more than $50M since its inception in January 2009. As well, the Diagnostic Imaging/Picture Archiving and Communications Systems (DI/PACS) project improves the ability of physicians to deliver care by providing them with a more complete picture of a patient's diagnostic history, improve the patient experience by shortening wait times for diagnostic results, and lower health care costs by reducing duplicate testing. All of the province's hospitals now capture and store diagnostic images in digital format.

CONCLUSION

Ontarians want and deserve quality health care when and where they need it. They want options and choices. They want a health care system that is accountable and one that will be there for themselves, their children and their children's children.

While recovery has begun in Ontario, there are still significant risks to the global economy that impact government finances.

As the government operates within a fiscally restrained environment, the needs of the health sector continue to grow. An aging population will only exacerbate this tension. Evidence shows us that a poor quality system is a wasteful system. Quality care is tied to the viability and future resilience of the health system.

Ministry of Health and Long-Term Care May 2, 2011

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* Reports to the Ministry of Health and Long-Term Care, Ministry of Health Promotion and Sport, and Ministry of Finance

** Reports to both the Ministry of Health and Long-Term Care and the Ministry of Health Promotion and Sport.

*** Reports to the Ministry of Health and Long-Term Care, Ministry of Health Promotion and Sport, and Ministry of Government Services

**** Reports to the Ministries of Health and Long-Term Care, Health Promotion and Sport, Government Services and the Office of Francophone Affairs.

Legislation

Acts administered by the Ministry of Health and Long-Term Care

Legislation	Description
Alcoholism and Drug Addiction Research Foundation Act	Established the Alcoholism and Drug Addiction Research Foundation with a mandate to conduct and promote programs for the treatment of persons with alcohol and drug addictions. The Foundation amalgamated with the Clarke Institute and the Donwood Institute to form what is now the Centre for Addiction and Mental Health.
Ambulance Act	Purpose is to ensure the existence of a balanced and integrated system of land and air ambulance services, communication (dispatch) services and base hospital programs (quality control for paramedics) in Ontario.
Brain Tumour Awareness Month Act, 2001	Designates October as Brain Tumour Awareness Month.
Cancer Act	Continues the Ontario Cancer Treatment and Research Foundation (now known as Cancer Care Ontario) and sets out its objects and powers.
Chase McEachern Act (Heart Defibrillator Civil Liability), 2007	Provides limited liability protection to certain persons who use defibrillators in emergencies, and to owners and occupiers of premises where defibrillators are made available.
Commitment to the Future of Medicare Act, 2004	Establishes the Ontario Health Quality Council, contains prohibitions against two-tier medicine, extra billing and user fees, and provides a framework for accountability agreements and the issuance of compliance directives.
Community Care Access Corporations Act, 2001	Governs the designation, objects, powers and duties of community care access corporations, and sets out the powers of the Minister of Health and Long-term Care with respect to these corporations.

Legislation	Description
Developmental Services Act (Long-Term Care Programs and Services only)	Provides for the funding of group homes, institutional facilities and community support services for developmentally handicapped children and adults.
Drug and Pharmacies Regulation Act	Governs the licensing and operation of pharmacies.
Drug Interchangeability and Dispensing Fee Act	Sets out a scheme for the declaration of drugs as interchangeable with one another (for example where generic drugs may be declared to be interchangeable with brand name products).
Drugless Practitioners Act	Regulates naturopaths and drugless practitioners.
Elderly Persons' Centres Act	Governs the establishment and funding of elderly persons centres.
Excellent Care For All Act, 2010	Requires health care organizations (defined as public hospitals and other organizations that may be provided for in the regulations) to: establish quality committees; develop a quality improvement plan; conduct surveys to collect information concerning satisfaction with the services they provide; and have a patient relations process and a patient declaration of values. The Ontario Health Quality Council, established under the *Commitment to the Future of Medicare Act, 2004*, is continued under the Act.
Fluoridation Act	Provides a legislative framework for municipalities or local boards to establish, maintain and operate, or discontinue a fluoridation system through by-laws or by submitting a questions to their electors for a vote.
Healing Arts Radiation Protection Act	Promotes the safe use of x-rays in the healing arts and establishes the HARP Commission that advises the Minister on matters relating to the health and safety of x-rays.

Legislation	Description
Health Care Consent Act, 1996	Governs determinations of incapacity to make decisions about treatment, admission to care facilities and personal assistance services.
Health Facilities Special Orders Act	Permits the Minister to suspend and revoke the licence of, and take over the operation of, ambulance services, nursing homes, private hospitals, laboratories and specimen collection centres where the Minister has significant health and safety concerns.
Health Insurance Act	Establishes a scheme for the payment, of publicly funded health care services (the Ontario Health Insurance Plan - "OHIP") for all Ontario residents, most of which are required to be covered under the *Canada Health Act*. Also sets out a system for the review and recovery of payments made under the Act.
Health Protection and Promotion Act	Provides a framework for the organization and delivery of public health programs and services, the prevention of the spread of disease and the promotion and protection of the health of the people of Ontario. Establishes and sets out the powers and duties of local boards of health and medical officers of health, and the Chief Medical Officer of Health.
Home Care and Community Services Act, 1994	Governs the provision of community services (professional services, personal support services, homemaking services and community support services) by approved agencies, including community care access centres. This Act was previously named the *Long-Term Care Act, 1994*.
Homemakers and Nurses Services Act	Authorizes the establishment of a homemaking and nursing service program which includes a provincial cost-sharing arrangement with municipalities and Indian bands.

Legislation	Description
Homes for Special Care Act	Provides a framework for the Minister to approve a licence and fund an operator of a home that provides residential care to seriously mentally ill persons.
Immunization of School Pupils Act	Requires parents to ensure that school-aged children receive certain immunizations, subject to medical and religious/ethical exceptions, and permits medical officers of health to order suspensions for students who do not receive immunizations.
Independent Health Facilities Act	Establishes a system for licensing facilities to provide quality services that support insured services in areas of need at a fair price to the Ministry (e.g. diagnostic testing).
Katelyn Bedard Bone Marrow Awareness Month Act, 2010	Designates the month of November in each year Bone Marrow Awareness Month.
Laboratory and Specimen Collection Centre Licensing Act	Governs the licensing, inspection and operation of hospital laboratories and specimen collection centres in Ontario
Local Health System Integration Act, 2006	Purpose of the Act is to improve access to health care services, coordinated health care and effective management of the health system at the local level. The Act establishes 14 local health integration networks, whose objects include planning, funding and integrating the local health system through health service providers.
Long-Term Care Homes Act, 2007	This Act came into force on July 1, 2010 and governs all long-term care homes, not just municipal and First Nations homes. The *Charitable Institutions Act*, *Homes for the Aged and Rest Homes Act* and *Nursing Homes Act* were repealed when this Act came into force.

Legislation	Description
Mental Health Act	Primarily deals with the involuntary examination, assessment and admission of mentally disordered persons in psychiatric facilities.
Ministry of Community and Social Services Act (Sections 11.1 and 12 re: Long Term Care Programs and Services only)	Relevant provisions in this Act enable the Minister of Health and Long-Term Care to provide direct funding to persons sixteen years of age and older who have a disability, so that they may purchase goods and services, and to enter into agreements respecting the provision of social and community services.
Ministry of Health and Long-Term Care Act	Sets out the duties, functions and powers of the Minister of Health and Long-Term Care.
Ministry of Health and Long-Term Care Appeal & Review Boards Act, 1998	Establishes both the Health Professions Appeal and Review Board and the Health Services Appeal and Review board, each of which hear matters under various MOHLTC statutes.
Narcotics Safety and Awareness Act, 2010	Permits the Minister and/or the executive officer under the *Ontario Drug Benefit Act* to monitor, analyze, collect and disclose information, including personal information, related to the prescribing and dispensing of monitored drugs. The majority of the Act's provisions have yet to be proclaimed.
Ontario Agency for Health Protection and Promotion Act, 2007	Establishes the Ontario Agency for Health Protection and Promotion, and sets out its objects and powers.
Ontario Drug Benefit Act	Provides rules for the amounts the Minister must pay to pharmacists when providing drug benefits to eligible persons, rules for listing drugs and drug products on the Ontario Drug Benefit Formulary, and for pricing those drugs, and rules for defining eligible persons and eligible drug products.

Legislation	Description
Ontario Medical Association Dues Act, 1991	Requires physicians who are Ontario Medical Association (OMA) members to pay dues to the OMA, and requires physicians who are not OMA members to pay amounts equal to OMA dues to the OMA.
Ontario Mental Health Foundation Act	Creates the Ontario Mental Health Foundation and sets out its objects. This Act also establishes the former Clarke Institute of Psychiatry (now part of the Centre for Addiction and Mental Health).
Patient Restraints Minimization Act, 2001	Prohibits hospitals and other prescribed institutions from retraining patients except where it is necessary to prevent serious bodily harm and the prescribed requirements are met.
Personal Health Information Protection Act, 2004 (Schedule A to the Health Information Protection Act, 2004)	Establishes rules governing the collection, use and disclosure of personal health information by health information custodians and certain other persons.
Physician Services Delivery Management Act, 1996	Permits the Lieutenant Governor in Council, by regulation, to suspend designated rights and obligations under certain agreements listed in the Act.
Private Hospitals Act	Governs the operation of private hospitals in Ontario and provides that no person may use a house or other premises as a private hospital except under the authority of a licence issued under the Act prior to October 29, 1973.
Public Hospitals Act	Governs and regulates matters related to the operation and corporate governance of public hospitals.
Quality of Care Information Protection Act, 2004 (Schedule B to the Health Information Protection Act, 2004)	Protects the confidentiality of information discussed by a duly appointed quality of care committee.

Legislation	Description
Regulated Health Professions Act, 1991 Audiology and Speech Language Pathology Act, 1991 Chiropody Act, 1991 Chiropractic Act, 1991 Dental Hygiene Act, 1991 Dental Technology Act, 1991 Dentistry Act, 1991 Denturism Act, 1991 Dietetics Act, 1991 Homeopathy Act, 2007 Kinesiology Act, 2007 Massage Therapy Act, 1991 Medical Laboratory Technology Act, 1991 Medical Radiation Technology Act, 1991 Medicine Act, 1991 Midwifery Act, 1991 Naturopathy Act, 2007 Nursing Act, 1991 Occupational Therapy Act, 1991 Opticianry Act, 1991 Optometry Act, 1991 Pharmacy Act, 1991 Physiotherapy Act, 1991 Psychology Act, 1991	Deals with matters relating to the regulation of health professionals. Each health profession is regulated by a college that is established by one of the profession-specific Acts listed below.

Legislation	Description
Psychotherapy Act, 2007 Respiratory Therapy Act, 1991 Traditional Chinese Medicine Act, 2006	
Trillium Gift of Life Network Act	Governs the donation of human tissue for transplant and for educational or research purposes. The Act establishes the Trillium Gift of Life Network to coordinate activities relating to tissue donation.
University Health Network Act, 1997	Continues The Toronto Hospital (TTH) as a corporation without share capital under the name of University Health Network (UHN) and provides for the handling of TTH's assets and liabilities. The Act also sets out UHN's objects.
University of Ottawa Heart Institute Act, 1999	Provides the University of Ottawa Heart Institute with authority to provide cardiac services to the patients of the Ottawa Hospital, and governs the Minister's funding of the Institute.

All laws can be accessed by browsing http://www.e-laws.gov.on.ca

Agencies Boards and Commissions	Expenses & Revenue		
	Estimates 2011-12	Interim Actuals 2010-11	Expenditure Actuals 2009-10
Cancer Care Ontario (1)			
Operating	463,127,500	499,782,800	424,314,192
Research	3,226,290	3,200,000	3,215,749
Committee to Evaluate Drugs	730,000	760,000	759,272
Consent and Capacity Board	4,800,700	5,247,600	5,515,009
eHealth Ontario			
eHealth Ontario	384,802,200	322,291,100	317,946,920
eHealth Ontario Capital	90,000,000	26,788,200	33,702,000
Information Technology Programs	55,492,000	39,419,000	69,938,161
French Language Health Services Advisory Council	50,000	33,200	48,767
Health Boards Secretariat			
Regulatory Boards (28)	1,125,700	1,852,321	1,497,998
Health Professions Appeal and Review Board	1,803,900	2,968,431	2,728,364
Health Services Appeal and Review Board	518,000	852,428	876,899
Ontario Hepatitis C Assistance Plan	8,300	13,730	29,689
Transitional Physician Audit Panel	7,300	12,005	12,438
Health Professions Regulatory Advisory Council	330,200	453,600	916,368
Health Quality Ontario(2)	36,522,500	-	-
Joint Committee on the Schedule of Benefits	5,000	5,000	1,270
Local Health Integration Networks (LHINs)			
Central LHIN	1,698,769,300	1,765,196,400	1,668,958,827
Central East LHIN	1,967,253,300	2,035,565,600	1,924,928,889
Central West LHIN	747,171,100	765,328,000	730,947,800
Champlain LHIN	2,285,537,100	2,365,013,400	2,238,015,871
Erie St. Clair LHIN	975,275,400	1,005,831,400	954,319,937
Hamilton Niagara Haldimand Brant LHIN	2,540,943,200	2,596,052,400	2,498,626,842
Mississauga Halton LHIN	1,176,605,700	1,218,199,600	1,144,292,915
North Simcoe Muskoka LHIN	718,237,300	741,547,400	697,903,607
North East LHIN	1,253,684,700	1,330,460,600	1,236,020,140
North West LHIN	572,905,000	588,389,200	567,666,144
South East LHIN	974,216,800	1,015,338,100	963,078,607
South West LHIN	2,022,662,800	2,093,823,600	1,990,075,613
Toronto Central LHIN	4,226,030,900	4,420,026,400	4,188,516,902
Waterloo Wellington LHIN	891,312,000	921,326,500	874,496,856
Medical Eligibility Committee	5,000	2,523	5,203
Ontario Agency for Health Protection and Promotion	140,186,600	132,816,100	122,185,518
Ontario Health Quality Council (2)	-	6,292,275	4,558,186
Ontario Mental Health Foundation			
Operating(3)	-	432,200	423,700
Research	3,104,868	2,681,168	2,964,923
Ontario Review Board	3,975,400	7,187,600	6,576,531
Physician Payment Review Board	671,995	374,651	-
Practitioner Review Committees			
Chiropody Review Committee	10,000	10,000	6,407
Optometry Review Committee	10,000	10,000	9,940
Trillium Gift of Life Network	23,694,300	19,866,100	19,147,200

Note 1: Cancer Care Ontario also receives funds from various programs within the ministry.

Note 2: In 2011-12, Ontario Health Quality Council (OHQC) has ceased to operate as an entity and has become part of the newly created legal entity - Health Quality Ontario (HQO).

Note 3: Ontario Mental Health Foundation operating funding is included in the research funding for fiscal year 2011-12.

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12	($)
Operating	45,949,240,260
Capital	1,190,350,000
Total Ministry	**47,139,590,260**

Ministry of Health and Long-Term Care
Table 2: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	Change %	Estimates* 2010-11 $	Interim Actuals* 2010-11 $	Actuals* 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration Program	82,232,800	(273,300)	(0.3)	82,506,100	94,354,713	91,946,035
Health Policy and Research Program	891,325,700	133,888,000	17.7	757,437,700	770,582,700	694,450,694
eHealth and Information Management Program	583,755,200	(161,460,900)	(21.7)	745,216,100	500,524,400	450,058,590
Ontario Health Insurance Program	17,037,878,300	757,696,500	4.7	16,280,181,800	16,227,072,600	15,697,384,191
Public Health Program	702,254,600	(22,012,900)	(3.0)	724,267,500	653,916,200	718,032,649
Local Health Integration Networks and Related Health Service Providers	22,050,604,600	(21,797,500)	(0.1)	22,072,402,100	22,856,511,300	21,677,848,950
Provincial Programs and Stewardship	4,984,178,800	1,142,214,000	29.7	3,841,964,800	2,967,131,700	2,644,867,545
Information Systems	83,248,600	1,794,400	2.2	81,454,200	90,705,000	89,131,303
Health Capital Program	1,318,915,300	(272,359,900)	(17.1)	1,591,275,200	1,586,024,200	1,452,118,800
TOTAL OPERATING and CAPITAL EXPENSE TO BE VOTED	**47,734,393,900**	**1,557,688,400**	**3.4**	**46,176,705,500**	**45,746,822,813**	**43,515,838,757**
Statutory Appropriations	1,932,560	702,973	57.2	1,229,587	1,131,187	182,629
Ministry Total Operating and Capital Expense	**47,736,326,460**	**1,558,391,373**	**3.4**	**46,177,935,087**	**45,747,954,000**	**43,516,021,386**
Net Consolidation Adjustment - Cancer Care Ontario	17,119,900	8,350,700	95.2	8,769,200	11,055,900	39,552,167
Net Consolidation Adjustment - eHealth Ontario	(48,583,800)	61,574,100	55.9	(110,157,900)	(14,812,800)	(19,883,494)
Net Consolidation and Other Adjustments - Hospitals	(572,225,800)	156,732,200	21.5	(728,958,000)	(815,410,900)	(809,234,459)
Net Consolidation and Other Adjustments - LHINs	2,766,400	2,021,300	271.3	745,100	(777,200)	(4,515,700)
Net Consolidation and Other Adjustments - ORNGE	5,959,100	(3,881,000)	(39.4)	9,840,100	20,107,700	12,871,125
Net Consolidation and Other Adjustments - Funding to Colleges	-	1,319,700	100.0	(1,319,700)	(1,589,600)	(2,279,485)
Net Consolidation and Other Adjustments - Ontario Agency for Health Protection and Promotion	(1,772,000)	7,696,300	81.3	(9,468,300)	2,964,900	(7,362,500)
Total Including Consolidations and Other Adjustments	**47,139,590,260**	**1,792,204,673**	**4.0**	**45,347,385,587**	**44,949,492,000**	**42,725,169,040**
OPERATING AND CAPITAL ASSETS						
Health Policy and Research Program	9,400,000	200,000	2.2	9,200,000	8,500,000	4,633,500
eHealth and Information Management Program	-	(1,000)	(100.0)	1,000	1,000	3,583,155
Ontario Health Insurance Program	1,800,000	250,000	16.1	1,550,000	1,550,000	2,339,103
Public Health Program	1,000,000	-	-	1,000,000	1,000,000	1,000,000
Local Health Integration Networks and Related Health Service Providers	58,537,600	(5,610,000)	(8.7)	64,147,600	64,147,600	69,523,263
Provincial Programs and Stewardship	6,457,400	371,000	6.1	6,086,400	5,972,700	4,731,228
Information Systems	31,847,600	30,083,600	1,705.4	1,764,000	5,405,200	829,142
TOTAL OPERATING and CAPITAL ASSETS TO BE VOTED	**109,042,600**	**25,293,600**	**30.2**	**83,749,000**	**86,576,500**	**86,639,391**

* Prior years' data have been re-stated to reflect any changes in ministry organization and/or program structure.
Interim actuals reflect the numbers presented in the Ontario budget.

APPENDIX: ANNUAL REPORT 2010-11

MINISTRY OF HEALTH AND LONG-TERM CARE OVERVIEW

In 2010-11, the Ontario government advanced its commitment to quality health care for all Ontarians while ensuring the sustainability of the system today and in years to come. It strengthened the health care system by increasing accessibility and delivering positive patient outcomes. The government fostered patient-centred care that supports patient choice and promotes patient satisfaction.

The government continued to pursue a transformational course to build on the foundation of a results-driven and integrated system that puts patients front and centre across the continuum of care. At the same time, the government introduced policies and initiatives that deliver increased value on the investment of the province's precious health care dollars – value for patients, families and taxpayers.

The collective steps taken by the government ultimately will support improvements to the overall sustainability and the future resilience of the health care system.

Better value and service were achieved by focusing on the following areas:

- Patients
- Innovation
- Performance
- Quality
- Transparency
- Return on investment
- Accountability to the taxpayer

Providing appropriate care and services that meet the needs of patients when and where they need it most were guiding principles. By supporting evidence-based, innovative quality care that yields positive patient outcomes, the government strived to maximize the return on every health care dollar invested. As well, the government took steps to increase the transparency within the health sector and introduced stricter measures to maintain accountability to taxpayers. The government continued to build a health system which Ontarians can trust and depend on today and well into the future.

Health care is an important component of the Open Ontario Plan, which the government launched in 2010 to strengthen the province's economy and create jobs by being flexible, adaptable and open to opportunities. Investing in frontline health care, improving the quality of care and increasing accountability to patients are all part of Open Ontario Plan.

Ontarians have long articulated two overarching priorities for the province's health system:

- Improving access to family health care for all
- Reducing wait times in emergency rooms.

Achieving these important priorities requires a broad range of stakeholders working together to foster a well integrated system that delivers appropriate services in appropriate settings – whether at home, in the community or in an acute care facility. Continued progress in the crucial areas of increasing access and reducing wait times in emergency rooms are linked to ensuring the future sustainability of Ontario's health care system. The government has developed and supported a framework that allows for local solutions, flexible options and innovative services to thrive, in order to strengthen the resilience of the system.

IMPROVING ACCESS TO FAMILY HEALTH CARE FOR ALL

The government continues to implement a number of innovative initiatives – including Family Health Teams (FHTs), Community Health Centres (CHCs) and Nurse Practitioner-Led Clinics (NPLCs) to enhance access and patient experience. These are key elements in achieving the government's commitment to providing family health care for all Ontarians.

Family Health Teams

Family Health Teams are a unique and flexible model of care delivery that brings together teams of doctors, nurses, dieticians, pharmacists and other health care professions working in concert to provide comprehensive care to more patients. They are an important building block in the province's commitment to accessible community health services. FHTs are providing care to over 2.6 million Ontarians, including about 516,000 who previously did not have a family doctor. FHTs will serve three million Ontarians when they are fully operational.

The government has fulfilled its commitment to create 50 new FHTs by 2011-12. Twenty FHTs were announced in 2009, which became operational by early 2011. An additional 30 new FHTs were announced in August 2010 and they are expected to become operational by August 2011.

Since 2003-04, the government has created 200 FHTs – including 42 in Northern Ontario – that provide better access to care for patients closer to home. About 2,000 doctors and 1,400 other health care professionals work in the province's FHTs. FHTs offer an adaptable model that can be customized in size, structure and scope to best meet local health and community needs. They deliver health services effectively in both urban and rural settings. FHTs focus on chronic disease management, disease prevention and health promotion and help to better integrate local health care services. They offer a very holistic approach to care because of the range of services and programs they can provide. FHTs also play an important role in reaching out to patients who previously did not have a regular family health care provider.

The evolution of FHTs has greatly contributed to over one million more Ontarians having a family doctor since 2003. By improving access and helping to keep patients healthier, FHTs reduce the reliance on emergency departments for care that is best delivered within the community. This eases the strain on hospital emergency rooms, so FHTS also support the government key priority of reducing ER wait times. Most importantly, FHTs provide quality care to Ontarian families, when and where they need it.

Community Health Centres

The government also increased access to family health care through the continued expansion of Community Health Centres (CHCs). Since 2003-04, the government has embarked on the largest expansion of CHCs in Ontario's history. The creation and development of an additional 49 CHCs and satellites have almost doubled to 101, the number of these health facilities in the province.

In 2010-11, funding to CHCs increased by $30.8 million or 12 per cent over the previous fiscal year. Since 2003-04 the government has increased spending on CHCs from $140.9 to $284.6 million, an increase of 102 per cent.

CHCs and their sister Aboriginal Health Access Centres (AHACs) are a unique primary care model that focuses on the social determinants of health. These centres design and deliver a broad range of primary care as well as health promotion and community development services under one roof. Healthy eating, active living and community gardens are among the programs that can be found in CHCs around the province. These centres often serve Ontarians who face social and economic barriers to accessing programs and services. A recent report released by the Association of Community Health Centres, concluded that Ontario's expansion of CHCs is improving the health and health outcomes of individuals and families and is addressing health inequities within communities.

About 490,000 Ontarians will be served by CHCs when all the new centres and satellites are operating at full capacity. This includes Aboriginal Health Access Centres. The expansion will have increased access to about 175,000 more Ontarians to the services and programs provided by CHCs.

Health Care Connect

In February 2009, the government announced Health Care Connect, a new referral program to help people who do not have a family doctor or nurse practitioner, find one. Ontarians can call 1-800-445-1822 to register with the program, and those who need care most are referred first. A website allowing patients to register online for the program was launched in July 2009 (www.ontario.ca/healthcareconnect).

To date, 55,798 patients (55 per cent of those registered) have been referred to a family physician. Of the 7,165 complex-vulnerable patients registered with the program, 5,384 (75 per cent) have been referred to a family health care provider.

Dental Care

As part of Ontario's Poverty Reduction Strategy, the government committed $45 million a year to provide access to dental care for low-income children and youth. Phase 1 of the commitment was the expansion of the Children in Need of Treatment Program (CINOT) in January 2010. CINOT is administered by the Ministry of Health Promotion and Sport. The government launched Phase 2 of the strategy, the Healthy Smiles Ontario Program, on October 1, 2010. Healthy Smiles Ontario is a new, no-cost, basic dental care program which provides preventive and early dental treatment services for children and youth age 17 and under from low-income families. The Healthy Smiles Ontario Program is administered by the Ministry of Health and Long-Term Care

Physicians

Government action to increase the number of doctors working in the province has also contributed to over one million more Ontarians having a family physician compared with 2003. In 2009, there were 2,886 more doctors practicing in Ontario than six years earlier. During this period, the rise in the number of doctors working in the province outpaced population growth – increasing from 175 per 100,000 Ontarians in 2003, to 186 doctors per 100,000 Ontarians in 2009.

The government committed to providing access to a family doctor to 500,000 more Ontarians by 2011-12. The government surpassed this goal, according to the Primary Care Access Survey, which indicated that approximately 600,000, more Ontarians had a regular family physician by September 2010, compared with October 2007.

Training More Doctors

The government continued to invest in increasing the number of physicians in the province by adding 100 more first-year medical school spaces by 2011-12. This builds on the 23 per cent expansion of medical school capacity that was completed in 2008-09 - a 38 per cent increase overall since 2004-05.

Three new medical education campuses were opened in St. Catharines, Kitchener-Waterloo and Windsor. A fourth medical school campus is scheduled to open in Mississauga in September 2011. The Northern Ontario School of Medicine (NOSM), which opened its doors in 2005, graduated 55 students in the spring of 2010. It added eight new first year medical spaces in 2010-11 to its existing 56 spaces, increasing the capacity of undergraduate medical students in each year to 64. With campuses in Sudbury and Thunder Bay, NOSM is currently training 224 medical students in the north. NOSM has a unique focus on the health status patterns of northern and rural communities and the challenges and rewards for heath care providers working in these environments.

The government has also increased the overall number of post-graduate positions in family medicine by 160 per cent by creating 326 new training positions. Phase one of the expansion raised the number of family medicine residency positions by 75 per cent between 2004-05 and 2007-08. The second phase of the expansion is currently underway and will see an additional 175 family medicine positions by 2013-14.

The expansion of specialty residency positions is being implemented between 2011-12 and 2016-17. This will involve the addition of 75 new specialty training positions, which represents an 83 per cent increase in this area since 2003-04.

A total of 4,093 government-funded residents were in training in 2010-11, compared to 2,269 in 2003-04.

International Medical Graduates (IMGs)

The government also improved access to quality health care for Ontarians by expanding opportunities for International Medical Gradates (IMGs) to practice in the province. Ontario currently offers more training positions and assessments for IMGs than all other provinces combined. In 2010-11 the government surpassed its own target and offered 219 training positions and assessments to IMGs. Since 2004, the province has doubled the number of spaces available for IMGs from 90 to 200 each year.

As of 2009, there were more than 6,050 IMGs practicing in Ontario and this represented nearly 25 per cent of Ontario's physician workforce. The government's efforts have resulted in IMGs being successfully integrated into the physician workforce through increased opportunities for training and assessment. As of November 1, 2010 there were 794 IMGs in training positions and assessments, with Return of Service (ROS) commitments. ROS requires IMGs to agree to work for a designated time in a particular community.

Investment in programs that support IMGs have increased by more than 500 per cent from $16 million in 2003-04 to about $83 million in 2010-11.

Doctors Working in Teams

An increasing number of the province's doctors are working in teams to deliver family health care to Ontarians. From 2003-04 to 2009-10, the number of physicians working in teams increased from 2,370 to 7,080. Some 9.2 million Ontarians were receiving care from doctors in a group setting in March 2010 – 7.9 million more patients or a 600 per cent increase over March 2004.

Nurses

Recognizing the important role that nurses play across the continuum of care in Ontario's health system, the government has launched many nursing initiatives since 2003. The highlights include:

- The Nursing Graduate Guarantee Initiative, which makes Ontario one of the few jurisdictions in the world to guarantee a full-time job opportunity to every new nursing graduate. Since 2007, more than 9,800 new nursing graduates have participated in this initiative.
- Funding for 1,200 Registered Practical Nurses in long-term care homes, with at least one new RPN in each home.
- Funding for 1,202 new full-time nursing positions in Ontario hospitals.
- Funding to provide education to nurses new to critical care in the province's hospitals. Over 1,100 nurses have been awarded funding to assist with their training costs in this area. The 2010-11 investment supported the training of an additional 395 nurses.
- The development of evidence-based nursing best practice guidelines, to provide education grants and fellowships and to develop recruitment and retention strategies through the Nursing Education Initiative.
- Support for tuition costs for nurses wishing to return to rural, remote or underserviced communities. The program has provided tuition reimbursement to more than 270 nursing graduates.
- Funding the creation of over 5,000 nursing positions in Ontario hospitals.

The government has funded the creation of more than 10,000 nursing positions in Ontario since 2003. More than 1,000 nursing positions were created in 2010-11. Since 2005, there has been an upward trend to more new nursing graduates in Ontario obtaining full-time employment, compared to their national counterparts.

The percentage of nurses working full time in Ontario increased by 14.4 per cent since 2003, to 63.9 per cent of nurses reported full-time employment in 2009-10. The government has been engaging Local Health Integration Networks (LHINs) to develop nursing health human resource planning strategies and implement existing nursing health human resources tools and best practices, with the aim of having moved closer towards 70 per cent full-time nursing employment.

Nurse Practitioner-Led Clinics (NPLCs)

In 2007, the government announced a new care delivery model involving Nurse Practitioners leading an interprofessional team – Registered Nurses, family physicians and a host of other health care professionals – working collaboratively to deliver a range of services to help keep patients healthy. NPLCs offer an additional option in delivering high quality accessible care to communities. NPLCs focus on health promotion, disease prevention and support integrated care – often for individuals previously without access to a primary care provider.

After opening a Nurse Practitioner-Led Clinic demonstration project in Sudbury, 25 new NPLCs clinics have been announced – including eight located in communities in Northern Ontario. As of March 2011, six NPLCs have opened and are receiving patients in the following communities:

- Belle River Township of Lakeshore
- Belleville
- Thunder Bay
- Barrie
- Glengarry
- Essex County

The target is for all of the remaining NPLCs, located in communities across the province, to be fully operational by the end of 2012.

To support this new care delivery model, the government has simultaneously increased the number of Primary Health Care Nurse Practitioner spaces. The government is investing over $6 million annually to train primary care nurse practitioners – doubling the number of education spaces from 75 to 176 spaces – with an investment of over $6 million annually. This expansion supports an adequate supply of Primary Health Care Nurse Practitioners in Ontario.

Enhancing the Experience of Nursing

Since 2004, the government has provided more than 15,000 nurses with the opportunity to spend more time in less physically demanding roles through the Late Career Nurse

Initiative. The $80 million investment over seven years, supports experienced nurses to remain working in the field longer, contributing their expertise.

The government has funded 19,000 new bed lifts and safety equipment in hospitals and long-term care homes to improve the working conditions of nurses.

The government has supported the mentoring of new nursing graduates through the Nursing Graduate Guarantee and has created new opportunities to help experienced nurses apply their knowledge and skill through exciting transition into new nursing roles.

Ontario became the first province to fund clinical simulation equipment to better prepare nursing students for entering clinical practice. The government invested in specialized education for 395 nurses new to critical care, so they will be better able to provide care for seriously injured and critically ill patients.

Other Health Care Professionals

Midwives

The government continued to expand access to midwives for thousands of women in Ontario. In 2010-11, the province funded the services of up to 59 more midwives. The government's investment in the Ontario Midwifery Program has increased by over 276 per cent since its inception, from $23.7 million in 2002-03 to $89 million 2010-11. Ontario has also expanded training opportunities through the Midwifery Education Program by increasing the number of available spaces from 60 to 90 beginning in 2008-09.

There were 526 registered midwives in the province as of the end of February 2011, making Ontario the leading province for midwifery with over half of Canada's midwives. Ontario's midwives currently provide services to about 15,500 women and newborns annually.

Physician Assistants (PAs)

The government launched the Physician Assistant (PAs) Initiative in 2006. PAs, working with a supervising doctor, can take medical histories and examine patients, provide counseling on preventative health care, and perform certain diagnostic and therapeutic interventions as delegated by the doctor. As of January 4, 2011, there were 80 PAs working in over 60 sites across Ontario through either demonstration projects or as new graduates. These PAs are working in hospitals, long-term care facilities, Diabetes Care Centres, Community Health Centres and Family Health Teams.

In addition, a program for PAs with an International Medical Graduate (IMG) background was launched in January 2010. Fourteen participants from this program began working as PAs in the spring 2010. Fifty-three PAs with an IMG background have completed this integration program since 2007.

The majority of the PAs in the initiative had contracts ending in March 2011 and beyond. Evaluation results from the PA demonstration sites will inform future decisions on the role of PAs within the health care system.

In 2008, McMaster University started the first PA education program in Ontario. The first 21 students completed the two-year Bachelor of Health Sciences (Physician Assistant) degree in August 2010. In July 2010, the government launched a grant initiative to support job opportunities for these new PA graduates in high priority areas, such as hospital emergency rooms and primary care.

Another PA education program was created in January 2010 through the collaboration of the University of Toronto, the Northern Ontario School of Medicine and the Michener Institute for Applied Health Sciences.

Clinical Specialist Radiation Therapists (CSRTs)

In 2007, the province initiated the Clinical Specialist Radiation Therapist (CSRT) demonstration project with the implementation of five positions at the Ontario Regional Cancer Centres in Sunnybrook and Princess Margaret hospitals. CSRTs are medical radiation technologists with additional training to provide more specialized care. The new role is helping to reduce wait times and ensure optimal operation of radiation treatment machines by fully trained professionals.

As of January 4, 2011, there were eight CSRTs working in Ontario's cancer centres. Evaluation results from the demonstration project will inform future decisions on the role of CSRTs.

Health Human Resources Strategy

HealthForceOntario (HFO) is the province's health human resources strategy to ensure that Ontarians have access to the right number and mix of qualified health care providers, today and well into the future. The strategy has supported the creation and expansion of new health provider roles, including PAs and CSRTs. HealthForceOntario has also created a range of new roles for nurses including:

- Registered Nurse Performed Flexible Sigmoidoscopy;
- Registered Nurse - Surgical First Assist;
- Nurse Practitioners with specialty education in Anaesthesia.

The HealthForceOntario Marketing and Recruitment Agency is a key pillar of the ministry's HealthForceOntario strategy.

The core mandate of the Agency is to:

- Recruit, internationally, nationally and provincially, health care professionals to practice in Ontario;
- Attract persons to the practice of health care in Ontario;
- Assist health care professionals and other interested persons in identifying requirements that must be met to practice health care in Ontario and determining ways they can meet the requirements;
- Encourage health care professionals who currently practice in Ontario to continue working in Ontario;
- Work with communities in Ontario to enhance their recruitment and retention of health care professionals to help meet communities' health needs; and
- Make Ontarians aware of the services and initiatives of the ministry that are designed to enhance the supply and distribution of health care practitioners in the province.

Hospitals

The government has significantly increased its investment in Ontario's hospitals. Hospital funding has increased from $10.9 billion in 2003-04 to $16.3 billion in 2010-11. Funding increased by 4.7 per cent in fiscal 2010-11, compared with the previous year. This includes a 1.5 per cent increase in base funding for the hospital sector.

LHINs are responsible for coordinating the delivery of health services within their geographic regions. LHINs successfully negotiated Hospital-Service Accountability Agreements (HSAAs), which initially covered a two-year period ending in 2009-10 were extended through to 2010-11.

Renewing Hospital Infrastructure

Renew Ontario, a five-year $30 billion investment plan, includes $5 billion in health care projects. In 2010-11, 40 major hospital infrastructure projects were under construction with 12 completed during the fiscal year.

By increasing the government's share of eligible construction costs to 90 per cent and eligible planning costs to 100 per cent, the province is providing more than $1 billion in additional support to renew Ontario's hospital infrastructure.

The government has also supported the redevelopment and expansion of cancer centres in Ontario.

Critical Care Strategy

Ontario's Critical Care Strategy includes several core initiatives aimed at increasing access to care, improving the quality of care and enhancing health system integration. It involves quantifying existing critical care resources in the province and how they are used. This crucial data is now being collected through the Critical Care Information System. The data represents the most comprehensive source of information on access to critical care, quality care and outcomes of critically ill patients in Ontario.

The province's critical care strategy has led to a more integrated, coordinated, critical care system that is easier to access, better understood and supported by engaged clinicians, administrators and planners working to improve the system.

Accomplishments in the critical care sector include:

- A $45 million investment to increase critical care capacity – including 86 new intensive care unit (ICU) beds opened across 35 hospitals in Ontario.
- Critical response teams, operating in 27 hospitals and four pediatric academic health sciences centres, have brought critical care outside of the ICU, to any area of the facility. This has avoided admissions to ICUs, or resulted in a decreasing length of stay.
- Over the last four years, more than 100 critical care coaching teams have been deployed in nearly 70 hospitals in the province. These teams support the institutions in key performance areas, including patient flow and ICU management.
- The government has created a Surge Capacity Management Program and supported the development of tools and resources for hospitals to activate surge capacity plans with their LHIN partners.

REDUCING WAIT TIMES

The government continued to build on its comprehensive plan to ensure Ontarians in need of acute care can access it in a timely manner at hospital emergency rooms (ERs). It has made major investments in a number of coordinated initiatives to provide Ontarians with appropriate health care options in a range of settings, so that ERs are not used as a default entry point into the health care system. The government also continues to improve the delivery of care in ERs to reduce wait times, facilitate timely discharge from hospital and foster appropriate care within the community.

Ontarians have repeatedly articulated that reducing ER wait times is a key priority for them. The government has listened and taken important steps to improve ER performance. A coordinated strategy to tackle ER wait times was launched in 2008-09, which included Pay-for-Results incentives targeting 46 Ontario hospitals that faced the most serious challenges. In 2010-11, the government invested $100 million to expand the Pay-for-Results program to a total of 71 hospitals.

Other actions to support hospitals in reducing ER wait times include:

- In 2010-11, the government provided $9.3 million to 16 municipalities for the Dedicated Nurses to Receive Ambulance Patients initiative.
- An ER process improvement program that includes coaching teams and tools to help select hospitals improve processes and patient flow in ERs.
- Funding for Physician Assistants to work in ERs.
- A one-of-a-kind North American initiative was launched February 2009; setting clear targets for reducing the total amount of time patients spend in ERs. Hospitals report their ER wait times and the data is posted on a public website. Ontarians continue to have access to information about their local ER at www.ontariowaittimes.com.

Supporting Alternatives to ERs

Reducing ER wait times is a complex issue that needs to be supported by available health care options across the continuum of care. The government continued to invest in helping Ontarians identify health care options in their communities – such as walk-in clinics, Family Health Teams or Urgent Care Centres – as appropriate alternatives to ERs. The Your Health Care Options website provides an online one-stop access point where Ontarians can search for the appropriate health care service they require by typing in their postal codes. The website, www.ontario.ca/healthcareoptions, provides information for Ontarians on how to access appropriate services close to home in their communities.

The government continued to invest in a number of strategic initiatives aimed at relieving the burden on ERs by:

- Funding LHINs to develop local solutions to address Alternative Level of Care (ALC) pressures by providing appropriate community options that allow individuals no longer in need of acute care to be readily discharged from hospital. About 20 per cent of acute care beds in Ontario's hospitals are occupied by patients waiting for community supports; so they can go home or to another setting, such as a long-term care home.

- Investing an additional $3.5 million in 2010-11 – similar to the previous fiscal year – on nurse-led outreach teams to provide timely and quality care to residents in long-term care homes to reduce avoidable ER visits and hospital readmissions.

- Continuing to fund targeted community projects to support Ontarians with chronic or palliative conditions receiving care in their communities and reduce ER visits.

Aging at Home / Home Care

Ultimately, providing timely emergency care requires broad-based improvements across the health care system. Ontario's groundbreaking Aging at Home Strategy provides a continuum of community-based services for seniors and their caregivers aligning with the priority to reduce emergency room wait times. If seniors can stay healthy and live independently and with dignity in their homes, it will reduce the pressure on the acute care sector. Aging at Home is a four year, $1.1 billion strategy, which includes substantial investments in home care services. In 2010-11, the government invested $330.6 million on Aging at Home programs – an increase of $143.4 million over the previous fiscal year.

Funding to Community Care Access Centres (CCACs), which provide home care, personal support and homemaking services, was increased by $115.9 million in 2010-11. Since 2003-04, the government's funding for CCACs has increased from $1.2 billion to $2 billion in 2010-11. This represents an increase of $781 million or 64.2 per cent. The substantial increase in home care investments has led to expanding services to about 182,000 additional Ontarians since 2003.

Community Support Services (including Acquired Brain Injury and Assisted Living in Supportive Housing)

The government invested $870.8 million in 2010-11 in the province's overall community support services.

This amount was $452.1 million more than in 2003-04, or an increase of more than 100 per cent. Community Support Services assist seniors and individuals with disabilities to live independent lives and stay in their own homes longer. Services include meals on wheels, transportation services, caregiver respite and home maintenance and repair. Currently, approximately 767,000 Ontarians are being served.

Funding of services that specifically support Ontarians with acquired brain injuries increased to $63.9 million in 2010-11, a 69.1 per cent increase over 2003-04. The government investment to help Ontarians living in supportive housing increased to $348.8 million during the fiscal year – which represented a 164 per cent increase from 2003-04.

Chronic Disease Management/ Diabetes Care

In Ontario, as is the case in developed countries throughout the world, chronic diseases are the leading cause of death and disability. Left untreated or managed improperly, chronic conditions can deteriorate and predispose individuals to other chronic conditions.

With the right treatment and support, people diagnosed with a chronic disease can improve their health and quality of life.

Investing in chronic disease management is also crucial to the sustainability of the health system, especially as the population ages. In 2010-11, the government continued to invest in programs and services that assisted Ontarians in preventing and managing chronic diseases. Diabetes has been the government's primary focus through the Ontario Diabetes Strategy (ODS). It is estimated that 1.169 million Ontarians have been diagnosed with diabetes.

In 2010-11, the ODS implemented 50 new Diabetes Education Teams (DETs), bringing the total number of these teams to 321. DETs consist primarily of registered nurses and registered dietitians, who support people newly diagnosed or living with diabetes by providing guidance on healthy eating, weight management, exercise, and blood glucose monitoring. The teams work in a range of settings, including FHTs, CHCs and hospitals. During 2009-10, 51 new DETs were implemented, including 10 in Aboriginal communities, a population known to be at high risk of developing diabetes.

The province has committed $741 million over four years to build on existing diabetes programs and improve health and health care for Ontarians living with diabetes and at risk of developing the disease. The funding commitment includes:

- $290 million for prevention initiatives involving specific population based programs; coordinating best practices, improving the management of diabetes, leveraging information to improve health outcomes, expanding existing programs and medical interventions.

- $98.1 million investment in a Diabetes Registry, with a preliminary release to a limited number of sites planned for 2011. The Diabetes Registry will identify Ontarians living with diabetes and is designed to support health care providers in offering best practices in diabetes care.

- $220 million to expand Ontario's Chronic Kidney Disease (CKD) Program to $464 million in 2010.

- $75 million to increase access to bariatric surgery. By 2011-12, the province will fund a minimum of 2,085 surgeries a year, performed at four centres of excellence.

- $6 million in additional funding for prevention programs, including education programs for high-risk populations, such as in Aboriginal communities.

Ontario became the first province to fully fund the cost of insulin pumps for children and youth with type 1 diabetes. Three years ago, similar coverage was extended to adults with type 1 diabetes.

End-of-Life Care

Ontario has become a leader in end-of-life care over the past four years by providing care options for nursing and personal support services for people in the last stages of life in their homes or a residential hospice. Ontario was the first province in Canada to make a significant multi-year investment in end-of-life care by investing in a $115.5 million strategy from 2005 to 2008.

Funding expanded in-home end-of-life services to 6,000 more Ontarians. The province has also committed nursing and personal support services in the home-like environment of more than 30 residential hospices across Ontario.

Mental Health and Addictions

In 2010, the government received two comprehensive reports outlining a vision for an Ontario mental health and addictions system. In August 2010, the Select Committee on Mental Health and Addictions released its final report to the legislature. In December 2010, the Minister's Advisory Group on Mental Health and Addictions released its report: *Respect, Recovery, Resilience: Recommendations for Ontario's Mental Health and Addictions Strategy*. Both reports included input from Ontarians who have faced mental health and addictions challenges. The reports will help to guide the government's work as it continues the development of a comprehensive 10-year mental health and addictions strategy for Ontario.

The government is committed to strengthen and building on the mental health and addictions supports for all Ontarians and to continue the work that is already underway to enhance and improve mental health and addictions services and collaboration to better meet the needs of children, youth, families, adults and communities.

Community Mental Health and Addiction Services

Ontarians living with mental health and addiction issues are experiencing difficulty in accessing appropriate community services and programs. This leads to them becoming frequent visitors to hospital ERs. The government continued to progress in implementing community-based solutions that better respond to the diverse needs of people challenged by mental health issues and help to relieve the burden on emergency services.

Funding for community mental health services increased to $723.1 million in 2010-11 - an 80.9 per cent increase from 2003-04. Funding for addiction programs increased to $172.5 million in 2010-11, a 49.7 increase over 2003-04

About 500,000 Ontarians were served in 2009-10 by the provinces mental health and addiction programs and services, which include:

- Early Intervention programs for adolescents and young adults – ensure support and treatment for individuals at the early stages of mental illness.
- Residential Safe Beds
- Mental Health Assertive Community Treatment Teams – multi-disciplinary teams providing intensive clinical support for people with serious mental illness in their home environment.
- Intensive Case Management – provide on-going support to promote independence and recovery goals.
- Crisis Response Programs – provide 24/7 services for individuals experiencing a mental health crisis, to reduce the need for hospitalization.
- 2,250 mental health supportive housing units

Role of LHINS

Ontario's 14 LHINs continued to help give Ontario communities a voice in local health care decision-making. Through LHINs, local communities have a say in how half of Ontario's health care budget is invested. LHINs continually engage residents within their geographic region along with a range of local health care providers, on how to improve access and integration of local health services.

The role of LHINs includes:

- Making decisions focused on the needs of people it impacts;
- Enhancing local accountability;
- Providing more opportunities for community partners to have meaningful input; and
- Supporting locally sustainable solutions appropriate to each community.

LHINs are responsible for over 2,000 service accountability agreements with health service providers, including:

- Public and Private Hospitals;
- Community Care Access Centres;
- Long-term Care Homes;
- Community Health Centres;
- Community Mental Health and Addiction Agencies; and
- Community Support Services.

Through their mandate and responsibility, LHINs are integrating and funding local services in a better way. They are creating greater value and access for Ontarians within the health care system.

ENABLING SUPPORTS

Excellent Care For All Act

The government took action to create a greater focus on improving quality that will drive better patient care by enacting the Excellent Care For All Act, 2010 (ECFAA), which received Royal Assent on June 8, 2010. ECFAA reflects the government's commitment to ensure both quality and value are enhanced in the health system. The Act is part of a broad based strategy that puts patients first by improving the quality and value of their experience. Supporting and promoting evidence-based health care is an essential part of this approach.

The changes under ECFAA centre on the hospital sector as a starting point, but the government's aim is to eventually apply similar principles to drive quality improvement throughout the health system. The Act will help to strengthen and support a culture of quality improvement starting with hospitals. Under ECFAA, all hospitals in Ontario must set up a committee dedicated to quality of care, which will report directly to the board. Each hospital must develop an annual quality improvement plan that will be made public. Compensation of hospital executives will be linked to achieving the stated improvement targets in the yearly quality improvement plan. The new Act will strengthen Ontarians ability to count on consistent, evidence-based, high quality care, every time they have an encounter with the health care system.

Broader Public Sector Accountability Act

Ontarians deserve and expect accountability and transparency from organizations and agencies entrusted with taxpayer dollars. On December 8, 2010, the Broader Public Sector Accountability Act 2010 (BPSAA) received Royal Assent. The act creates new rules and higher accountability standards for hospitals, Local Health Integration Networks, Community Care Access Centres and other designated broader public sector organizations.

The BPSAA bans the hiring of lobbyists using public funds and sets out strict and consistent rules for expense claims and the procurement of goods and services.

Within the health sector, the changes will require every LHIN and hospital to submit a report on its use of consultants. The head of each hospital and LHIN will also have to prepare an attestation confirming their organization's ongoing compliance with the terms of the act. The BPSAA also expands Freedom of Information legislation to cover hospitals.

Increasing transparency and accountability is a key component of the government's Open Ontario Plan and the new act will support health system partners and other broader public sector organizations in achieving this goal.

eHealth

It will continue to be essential for Ontario to maximize the potential of eHealth to support the optimal operation and integration of the province's health system today and into the future. eHealth Ontario was launched on September 29, 2008 as an operational service agency to lead the implementation of a coordinated eHealth strategy, culminating in the creation of an electronic health record for Ontarians by 2015. A planned investment of approximately $1.7 billion from 2011-12 to 2013-14 will be made to advance eHealth initiatives, further modernizing the province's health care infrastructure.

Electronic Health Records (EHR) will enable better sharing of health information, improve patient care and create a more effective and cost-efficient health care system.

Ontario has decided to focus its efforts in the process of establishing an EHR, on two specific initiatives:

- A Diabetes Registry will help people with diabetes and their health care providers to monitor and manage the disease more effectively, thus reducing associated complications and costs.

- A Medication Management System will allow for online management of prescription medications to minimize preventable adverse drug reactions.

Ontario's eHealth achievements to-date include:

- Doctors representing more than five million Ontarians have enrolled in the electronic medical record program, which is run in partnership by the province and the Ontario Medical Association.

- Over 100,000 remote medical consultations took place through telemedicine in 2010-11.

- Since 2008, 80,000 Ontarians have been participating in a pilot project for e-prescribing, which will help save lives.

- All Ontario hospitals have gone filmless and are now using digital diagnostic equipment, while half of hospitals are presently connected to regional repositories allowing for the sharing of images with other connected hospitals.

- The Drug Profile Viewer (DPV) gives authorized health care providers at 245 Ontario Hospital Sites with the medication histories of the 2.5 million recipients of the Ontario Drug Benefit (ODB), 24 hours a day, seven days a week.

- Emergency Neurosurgery Image Transfer System (ENITS), which enables neurosurgeons to view images remotely for the purpose of urgent consultations and better decision-making, has resulted in the avoidance of more than 1,500 patient transfers.

OTHER ACHIEVEMENTS

Cancer Screening and Prevention

The government has introduced a range of cancer screening initiatives in the last six years that have helped to protect and save the lives of Ontarians. These achievements include:

- Launch of Canada's first organized province-wide colorectal cancer screening program, to combat the second deadliest form of cancer in the country. The $193.5 million, five-year screening program began in 2007-08. It has processed more than 1.3 million fecal occult blood tests. It has funded about 115,000 more colonoscopies in Ontario over five years.

- Introductions of a free vaccine in September 2007 to protect young females against the human papilloma virus (HPV), the major cause of cervical cancer.

- Expansion of the provincial breast cancer-screening program by funding an additional 332,600 screens and adding 53 new breast cancer-screening sites in Ontario since 2003-04, for a total of 153 screening sites as of September 2010.

Drug System Reform

On April 7, 2010, the government announced that it was taking action to further reform the prescription drug system to provide better access to lower-cost generic drugs for patients. The changes also increase funding to pharmacists to directly compensate them for the clinical services they provide to Ontarians. New funding has also been provided for pharmacies in rural and underserviced areas of the province. The regulation changes, which fall under the Ontario Drug Benefit Act and the Drug Interchangeability and Dispensing Fee Act, came into effect on July 1, 2010.

The changes will lead to lower drug prices for Ontarians over the next two years. Every dollar the government saves from lower cost generic drugs will be invested to increase access to new drug products and towards improvements to the health care system.

Ontario has also achieved a range of other key drug reforms since enacting the Transparent Drug System for Patients Act, 2006. These include:

- New processes that allow Ontario to conduct rapid funding review of breakthrough medications.
- Adding 171 new drugs as of January 6, 2011, representing 1,097 individual products, strengthens the formulary (including new drugs funded under the Exceptional Access Program) since 2006.
- Enhanced transparency in the drug system through website posting of drug funding recommendations and the addition of a public component to drug funding reviews and dialogue on complex drug policy questions.
- Creating a funding framework for Drugs for Rare Diseases.
- Reducing and preventing the inappropriate use, abuse and diversion of prescription narcotics and controlled substances, through the implementation of a comprehensive Ontario Narcotics Strategy.
- Launching MedsCheck in April 1, 2007 – the first service of its kind in Canada - allowing all Ontarians with chronic conditions who take three or more medications to spend additional time with their pharmacist. MedsCheck was recently expanded to assist people with diabetes, for residents of long-term care homes, and for people who have difficulty travelling to their local pharmacy.

The government has also invested $1.5 billion in new drug funding since 2003.

Public Health

Over the past six years, the government has invested substantially in renewing and strengthening the province's public health system for the benefit of Ontarians. These achievements include:

- More than tripling financial support for public health in the province since 2003 to $784 million in 2010-11 to increase health promotion, illness prevention including immunization and screening, and to help Ontario be better prepared for health threats like SARS or H1N1.

- Launching Operation Health Protection, with some of the most comprehensive changes to Ontario's public health system since the 1980s.

- Increasing the independence of the Chief Medical Officer of Health including the ability to report directly to the public.

- Creating Ontario's first stand-alone public health agency – the Ontario Agency for Health Protection and Promotion (OAHPP) – to provide scientific and technical advice and support to the health system and the government to protect and promote the health of Ontarians.

- Launching the Integrated Public Health Information System (iPHIS) in 2005, a web-based information system that is used by public health units and the province for infectious disease case and contact management, outbreak management, and reporting. This is the first step towards an integrated pan-Canadian surveillance and outbreak management system.

- Accepting oversight for Small Drinking Water Systems from the Ministry of the Environment effective December 1, 2008. Public health inspectors at the local health units are responsible for conducting individual site-specific risk assessments of the approximately 18,000 small drinking water systems in the province to fully implement the program. It is anticipated that full implementation will be completed by December 2011.

- Collaboration with the public health field to develop and release the Ontario Public Health Standards (OPHS), 2008. The OPHS were developed in close and ongoing consultation with the public health field. They reflect the current evidence and best practices in public health and set out expectations of Ontario's boards of health for the delivery of specific public health programs and services.

- Coordinating the provincial response to the H1N1 pandemic. A 'lessons learned' report was released in December 2010, which identifies 42 recommendations based on the information gathered through an H1N1 review in addition to the Chief Medical Officer of Health's report to the public. The report's recommendations will be addressed through continued pandemic planning and will form an essential part of the provincial pandemic plan (*Ontario Health Plan for an Influenza Pandemic*) renewal strategy.

Long-Term Care

The *Long-Term Care Homes Act, 2007* (LTCHA) and the Ontario Regulation, 79/10 (Regulation) was proclaimed into force on July 1, 2010 and is now the single legislative authority for safeguarding resident rights, improving the quality of care and improving the accountability of LTC homes for the care, treatment and well-being of over 75,000 residents.

The LTCHA and Regulation also increases the accountability of LTC homes for the care, treatment and well-being of their residents. The Act sets out:

- Improvements to the assessment and admission process.
- An enhanced and more clearly enforceable Residents' Bill of Rights.
- Strengthened requirements related to the development of an integrated, interdisciplinary plan of care for every resident.
- A policy to promote a zero-tolerance approach to prevent abuse and neglect of residents.
- Detailed and comprehensive 'least restraint policy' to limit the use of restraints.
- Strengthened and consistent reporting requirements.
- A substantively reformed and stronger compliance inspection and enforcement system, which introduces new sanctions that are appropriate for the sector.

Other long-term care highlights since 2003:

- Funding for long-term care has increased from $2.1 billion in 2003-04 to $3.5 billion in 2010-11, representing an increase of 67.7 per cent.
- A new public website is being set up in 2011 that provides information for seniors and their families about individual long-term care homes and their records of care, including annual inspection reports.
- A 1-800 Action Line was introduced in January 2004 as a province-wide toll free information and complaint line for LTC residents and their families.

- Providing funding to create more than 600 new nursing positions to support the introduction of a 'Common Assessment' tool was introduced to the sector, which improves caregivers' ability to respond to residents' needs and provides specific data for decision-makers to better monitor the quality of resident care.

- Increased the comfort allowance for the first time in 20 years (over 14 per cent), to put more discretionary income in the hands of residents of LTC homes.

- Invested $107 million over three years to hire 1,400 personal support workers moving towards the commitment of creating hiring 2,500 more personal support workers by 2011-12,

- Provided $2.4 million to train over 6,000 front-line staff in how to better care for residents with dementia and related conditions.

- Increased funding for raw food six times since 2003 and by 39 per cent overall.

- The number of LTC home inspections has increased by almost 49 per cent since 2003.

Redeveloping Older Beds/ New LTC Beds

The government continued to implement the Long-Term Care Home Renewal Strategy to redevelop 35,000 older long-term care beds over the next 10 year. Currently, 35 LTC operators are proceeding under Phase 1 of the strategy – approved in December 2009 – to redevelop approximately 4,000 beds.

Some 9,000 new long-term care beds have been opened in Ontario since 2003.

Repatriated Services

The government has increased or created capacity inside Ontario for a number of services that have been funded through the Out of Country (OOC) Prior Approval Program in the past. With few exceptions, services are significantly less costly to provide in Ontario than they are to obtain OOC. Among these are:

- Bariatric Surgery

  A $75 million three year initiative to increase in-province capacity for Bariatric Services commenced in 2009-10. Surgeries in Ontario have increased from 244 in 2007-08 to over 900 in 2009-10. Expenditures for OOC bariatric surgery in 2010-11 are expected to be around $15 million, down form $55.4 million in 2009-10.

- Emergency Neurosurgery

  A new funding strategy, the Emergency Neurosurgery Access Program (ENAP) became effective in early 2010. Under ENAP, $400,000 was provided to each of Ontario's 11 adult neurosurgical centres (Hamilton Health Sciences Corporation, Hospital regional de Sudbury Regional Hospital, Windsor Hotel-Dieu Grace Hospital, Kingston General Hospital, London Health Sciences Centre, Toronto St. Michael's Hospital, Sunnybrook Health Sciences Centre, The Ottawa Hospital Corporation, Thunder Bay Regional Health Sciences Centre, Mississauga Trillium Health Centre, and University Health Network).

  Ontario has also just announced the completion of ENITS (Emergency Neurosurgery Image Transfer System) which allows on-call neurosurgeons to view images generated in any hospital with appropriate CT capability and to provide consultative services that in the past often required OOC transfer.

  Only 27 patients were referred OOC for emergency neurosurgery in the first half of 2010-11 compared to 88 patients in the first half of 2009-10. Expenditures for OOC emergency neurosurgery in 2010-11 are expected to be below $7.5 million, down from $10.1 million in 2008-09 and $15.1 million in 2009-10.

- Maternal/Newborn Care

  In September 2008, the government announced $7 million for the Maternal Newborn Access to Care Strategy to provide 28 new Neo-natal Intensive Care Units (NICU) beds over two years.

  In 2008-09 expenditures related to OOC maternal/newborn care were $5.5 million. In 2009-10, expenditures decreased to $3.3 million. In 2010-11, OOC transfers for maternal/newborn care have continued to decrease.

Table 1: Ministry Interim Actual Expenditures 2010-11	($)
Operating Expense	43,815,649,300
Capital Expense	1,133,842,700
Total Ministry	**44,949,492,000**
Staff Strength (as of March 31, 2011)	**3,677.3**

Health Promotion and
Sport

Published Results-based Plan 2011-12

Ministry of Health Promotion and Sport

ISSN # 1925-7104

Ce document est disponible en français

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PUBLISHED RESULTS-BASED PLAN 2011-12

Vision, Mission/Mandate

The ministry's vision is to enable Ontarians to lead healthy, active lives and make the province a healthy place to live, work, play, learn and visit. The fundamental goals are to promote and encourage Ontarians to make healthier choices at all ages and stages of life, create healthy and supportive environments, lead the development of healthy public policy and assist with promoting behaviours that improve health.

The ministry's mission is to:

- Provide programs, services, tools and incentives that will enhance health and well-being.
- Support individuals to make healthy choices easier.
- Work with other ministries, and levels of government, community partners, the private sector, the media and the public to promote health and well-being for all Ontarians.
- Make Ontario a leader in health promotion within Canada and internationally.
- Building the infrastructure and enhancing opportunities for Ontario athletes to achieve national and international success.

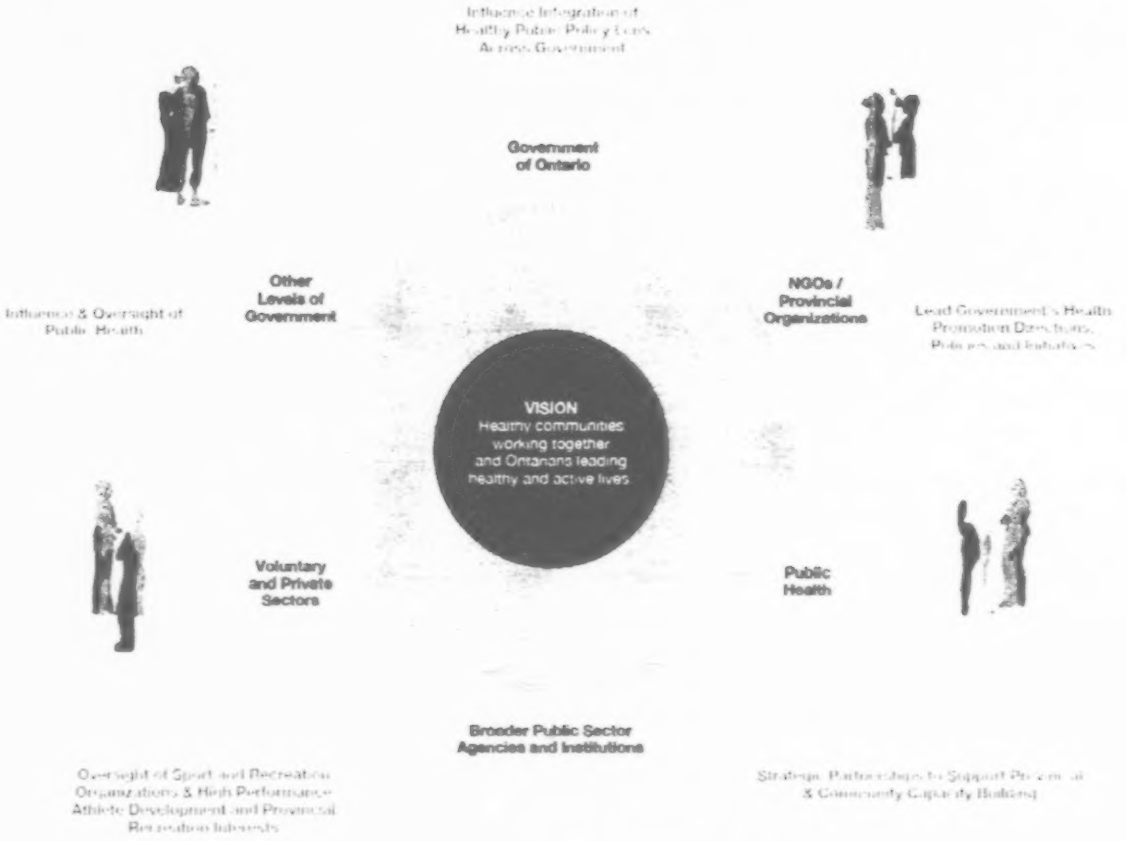
Ministry Overview

The Ministry of Health Promotion and Sport's (MHPS) goal is to improve the health and well-being of Ontarians and to help contribute to the sustainability of our publicly funded health care system.

By championing health promotion across Ontario and inspiring partners to create a culture of health and well-being for all, we are building healthy communities that will provide economic benefits well beyond health care savings.

MHPS is pursuing this vision by focusing on the following core goals and priorities: (1) Promoting Health and Wellness; (2) Nutrition and Healthy Eating; (3) Preventing Disease, Injury and Addiction; (4) Valuing Sport and Recreation; (5) Partnership Support for Healthy Communities; (6) Smoke-Free Ontario Strategy.

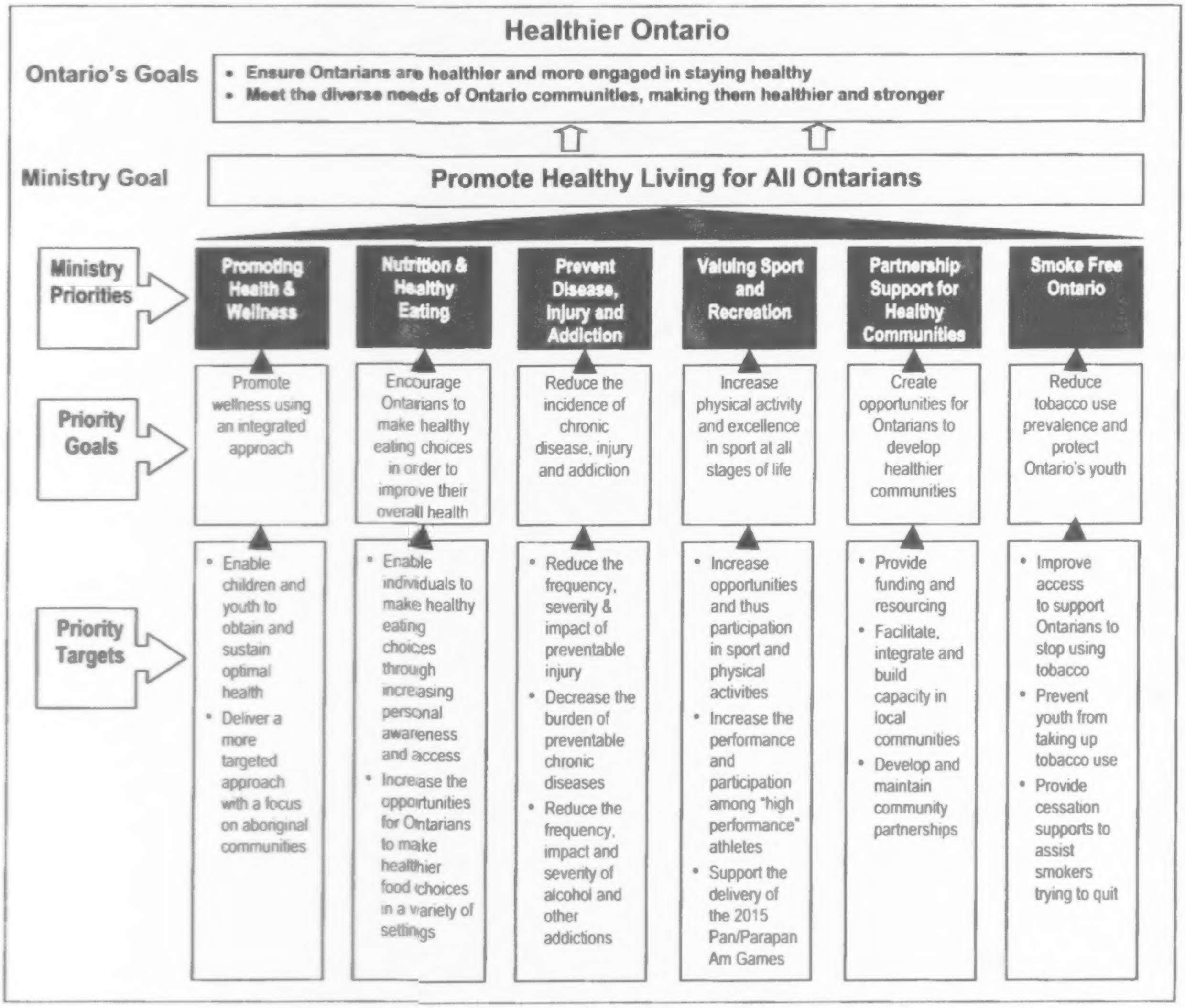
(See the diagram below.)


Influence Integration of Healthy Public Policy Lens Across Government
Government of Ontario
Other Levels of Government
Influence & Oversight of Public Health
NGOs / Provincial Organizations
Lead Government's Health Promotion Directions, Policies and Initiatives
VISION
Healthy communities working together and Ontarians leading healthy and active lives
Voluntary and Private Sectors
Public Health
Broader Public Sector Agencies and Institutions
Oversight of Sport and Recreation Organizations & High Performance Athlete Development and Provincial Recreation Interests
Strategic Partnerships to Support Provincial & Community Capacity Building

Good health is more than the absence of illness. It is leading a balanced life that includes a healthy lifestyle, healthy eating, managing stress, getting adequate rest and being physically active.

However, not all Ontarians have the resources or opportunities to make healthy choices. Where you live or work; your access to healthy foods and recreation centres; and transportation issues can all impact your health.

The MHPS' vision and priorities are illustrated in the following chart.



Healthier Ontario

Ontario's Goals

- **Ensure Ontarians are healthier and more engaged in staying healthy**
- **Meet the diverse needs of Ontario communities, making them healthier and stronger**

Ministry Goal

Promote Healthy Living for All Ontarians

Ministry Priorities	**Promoting Health & Wellness**	**Nutrition & Healthy Eating**	**Prevent Disease, Injury and Addiction**	**Valuing Sport and Recreation**	**Partnership Support for Healthy Communities**	**Smoke Free Ontario**
Priority Goals	Promote wellness using an integrated approach	Encourage Ontarians to make healthy eating choices in order to improve their overall health	Reduce the incidence of chronic disease, injury and addiction	Increase physical activity and excellence in sport at all stages of life	Create opportunities for Ontarians to develop healthier communities	Reduce tobacco use prevalence and protect Ontario's youth
Priority Targets	• Enable children and youth to obtain and sustain optimal health • Deliver a more targeted approach with a focus on aboriginal communities	• Enable individuals to make healthy eating choices through increasing personal awareness and access • Increase the opportunities for Ontarians to make healthier food choices in a variety of settings	• Reduce the frequency, severity & impact of preventable injury • Decrease the burden of preventable chronic diseases • Reduce the frequency, impact and severity of alcohol and other addictions	• Increase opportunities and thus participation in sport and physical activities • Increase the performance and participation among "high performance" athletes • Support the delivery of the 2015 Pan/Parapan Am Games	• Provide funding and resourcing • Facilitate, integrate and build capacity in local communities • Develop and maintain community partnerships	• Improve access to support Ontarians to stop using tobacco • Prevent youth from taking up tobacco use • Provide cessation supports to assist smokers trying to quit

Health Promotion and Sport Key Initiatives

In 2011-12 the ministry will continue to deliver on the following key initiatives:

Pan/Parapan American Games: Building on the momentum of the successful bid to host the 2015 Pan/Parapan American Games, the Pan Am Games Secretariat (PAGS) has been established within MHPS as the one-window to provide strategic direction, coordination and oversight of the Provincial government's participation in the Games. In 2011-12, MHPS will continue to work with the Toronto 2015 Organizing Committee and other Games partners to support the successful delivery of the Games. The Games will bring over 10,000 athletes and team officials to Ontario and attract up to 250,000 tourists. The Games will mean thousands of jobs, create a legacy of new and updated sport venues and stimulate a number of key infrastructure projects in Toronto and the Greater Golden Horseshoe, including public transportation and affordable housing.

Valuing Sport: The ministry funded a total of 62 PSOs/MSOs through the Provincial Sport/ Multi Sport (PSO/MSO) Program. The ministry's assistance contributed to building organizational capacity, enhancing participation rates in high performance competitions and helped the organizations in the development of their athletes and improvement of their athlete's performance.

Through the Quest for Gold Program, the ministry invested in coaching programs, enhanced training and competitive opportunities for athletes. Over 1,100 athletes also received direct funding through the Athlete Assistance Program. This funding assisted athletes to pursue athletic excellence at the highest levels of national and international training and competition.

Diabetes: MHPS is leading the prevention component of the government's Diabetes Strategy. The prevention component aims to reduce the impact of diabetes in high-risk populations through targeted interventions in neighbourhoods and workplaces. In 2011-12, MHPS will continue to work closely with Ministry of Health and Long-Term Care to build on existing initiatives and align prevention activities with disease management activities.

Renewal of Ontario's Tobacco Control Strategy: MHPS is supporting the government's renewed commitment to a Smoke Free Ontario through a number of actions. These include helping smokers trying to quit by providing more cessation supports in a variety of new settings across the province, and providing new resources to increase efforts focused on the prevention of tobacco use by Ontario's youth.

Through the Tobacco Strategy Advisory Group (TSAG) and the Scientific Advisory Committee under the Ontario Agency of Health Protection and Promotion, MHPS has engaged a wide range of scientific and technical experts in the areas of tobacco control and chronic disease prevention to provide strategic advice, propose new performance measures and targets, and recommend future directions.

Ontario Public Health: New Guidance Documents were implemented in 2010-11 which will help local boards of health plan and execute their responsibilities under the *Ontario Health Protection and Promotion Act* and the Ontario Public Health Standards. The ministry also released the new Ontario Public Health Organizational Standards in February 2011, in partnership with the Ministry of Health and Long-Term Care. The Organizational Standards are a key part of the Government's Public Health Performance Management Framework and will set expectations for boards of health related to governance and administration. In 2011-12, the ministry will develop accountability agreements to further public health system performance.

Ontario's After-School Initiative: Identified as a key initiative under the governments Poverty Reduction Strategy, the program, launched in October of 2009 provides after-school services to children and youth from grades 1 to 12 in high priority communities/populations, with safe, accessible, active and healthy activities (e.g. physical activity, healthy eating and nutrition, and personal health and wellness).

Healthy Communities Fund: The Healthy Communities Fund (HCF) is dedicated to building stronger and healthier communities. It is a one-window approach to funding community partnership programs. Encouraging partnerships, the Fund provides support to provincial and community organizations who deliver initiatives that address multiple risk factors for chronic diseases and that promote health and wellness. In the last two years, HCF has already benefited over 500,000 Ontarians through more than 360 different projects in communities across the province.

Ministry Priorities

To support MHPS's enhanced focus on results and new strategic directions, the ministry has identified the following six priories in its 2011-12 Results-based Planning process:

(I) Promoting Health and Wellness
(II) Nutrition and Healthy Eating
(III) Prevent Disease, Injury and Addiction
(IV) Valuing Sport and Recreation
(V) Partnership Support for Healthy Communities
(VI) Smoke-Free Ontario

I. Promoting Health and Wellness

The ministry has adopted a comprehensive and integrated approach to promoting health and wellness designed to improve population health outcomes for all Ontarians. It focuses on children and youth, aboriginals, and persons of low socio-economic status.

The ministry's After-School Initiative is one example of an integrated approach. Developed in partnership with a number of key Ministries, the program brings together sport and recreation, nutrition, mental and physical health, and literacy so that children and youth engaged in the program receive the benefit of a holistic community plan and service.

II. Nutrition and Healthy Eating

The ministry is working to assist consumers to make better food choices across all venues, including workplace cafeterias, grocery stores, restaurants and schools by working in partnership with other ministries, the federal government, public health units, family health teams, NGOs, school boards, the food and restaurant industries and registered dietitians.

III. Prevent Disease, Injury and Addiction

Preventing chronic diseases, injury and addiction lies at the core of both the ministry's and public health's agenda. The ministry works closely with and supports Local Public Heath Agencies and Public Health Units in addressing this priority. MHPS will develop performance measures and accountability agreements for Public Health Units to implement the chronic disease prevention and injury prevention and substance misuse Public Health Standards. Public Health Units will work in partnership with other sectors and community members to identify and address local needs and implement health promotion strategies with schools, workplaces, municipalities and the private sector. Key areas may include: improving the built environment to support physical activity and food accessibility. The work involves coordination, integration and building upon health promotion and chronic disease prevention activities of other ministries and partners across sectors to achieve a seamless approach to prevention and management of chronic diseases. The objective is to invest in prevention strategies and initiatives that help manage health care costs and contribute to the long-term sustainability of the provincial health care system.

IV. Valuing Sport and Recreation

The ministry continues to support building a culture and continuum of engagement in sport in Ontario. Valuing sport requires a cultural shift within communities, assisted by consistent branding and enhanced attention to the role of sports in healthy development of all children, leading to life-long enjoyment and, if desired, to sporting success.

The successful bid to host the 2015 Pan/Parapan American Games is an important initiative that will complement this strategic direction. The Games will facilitate a heightened community awareness of the value of sport and create a legacy of sport and recreation infrastructure in the GTA and Greater Golden Horseshoe.

V. Partnership Support for Healthy Communities

Under this priority, MHPS supports communities to work together to develop policies, plans and programs that make it easier for Ontarians, especially those at risk of poorest health, to be healthier where they live, work, study or play. MHPS has drawn on research that shows that coordinated action among different sectors and effective population-based change strategies can contribute to reducing preventable chronic diseases.

MHPS is using its Healthy Communities Fund (HCF) to implement this priority and provide this combination of supports. The HCF includes three inter-related components: (1) the Grants Project Stream funds health promotion projects, led by local and provincial community groups, that address physical activity, sport and recreation; healthy eating; injury prevention; substance and alcohol misuse, tobacco use/exposure and/or mental health promotion; (2) the Partnership Stream promotes coordinated community planning and mobilization to create policy change and an environment that promotes health; and (3) the Resource Stream provides training and capacity building on partnership and community development and the sharing of effective strategies to build healthy communities.

VI. Smoke-Free Ontario

Tobacco is the leading cause of preventable disease and death in Ontario accounting for approximately 13,000 deaths each year. The Smoke-Free Ontario (SFO) Strategy is undergoing review and renewal. Launched in 2005, the SFO Strategy has achieved its key objectives; however, significant challenges remain to be addressed. MHPS initiated a process for renewing the future of the Government's tobacco control initiatives. With key partners and stakeholders, the ministry is pursuing a five-year plan for tobacco control in Ontario with new performance targets for the 2010-15 period.

The Ministry is committed to building a smoking cessation system that will result in the following: more health practitioners having access to training and resources needed to provide counselling support to those who need help quitting, new work with pharmacists regarding their role in cessation support services, targeted support to hospital patients with related chronic diseases, new partnerships with employers and trade organizations, counselling services combined with easy to access prescription cessation medication and nicotine replacement therapy in many settings.

Continuing with efforts to prevent youth from starting to use tobacco and getting them to quit include: providing resources to increase prevention efforts focused on protecting youth, engaging youth to develop youth-led tobacco prevention initiatives and working with partners to investigate innovative ways to prevent youth from smoking.

2010-11 Highlights of Achievements

In 2010-11, the ministry continued to add to its growing list of achievements. MHPS continues to promote excellence in sport through the Quest for Gold program; winning the bid to host the 2015 Pan/Parapan American Games in the Greater Golden Horseshoe Area (GGHA); cooperating with the Ministry of Tourism and Culture to deliver the Recreational Infrastructure Canada Program/Ontario Recreation Program in Ontario; creating a Youth Engagement Advisory Group to advise the ministry in establishing and helping to assess new models for engaging Ontario's youth and supporting new youth engagement initiatives involving broader community partnerships.

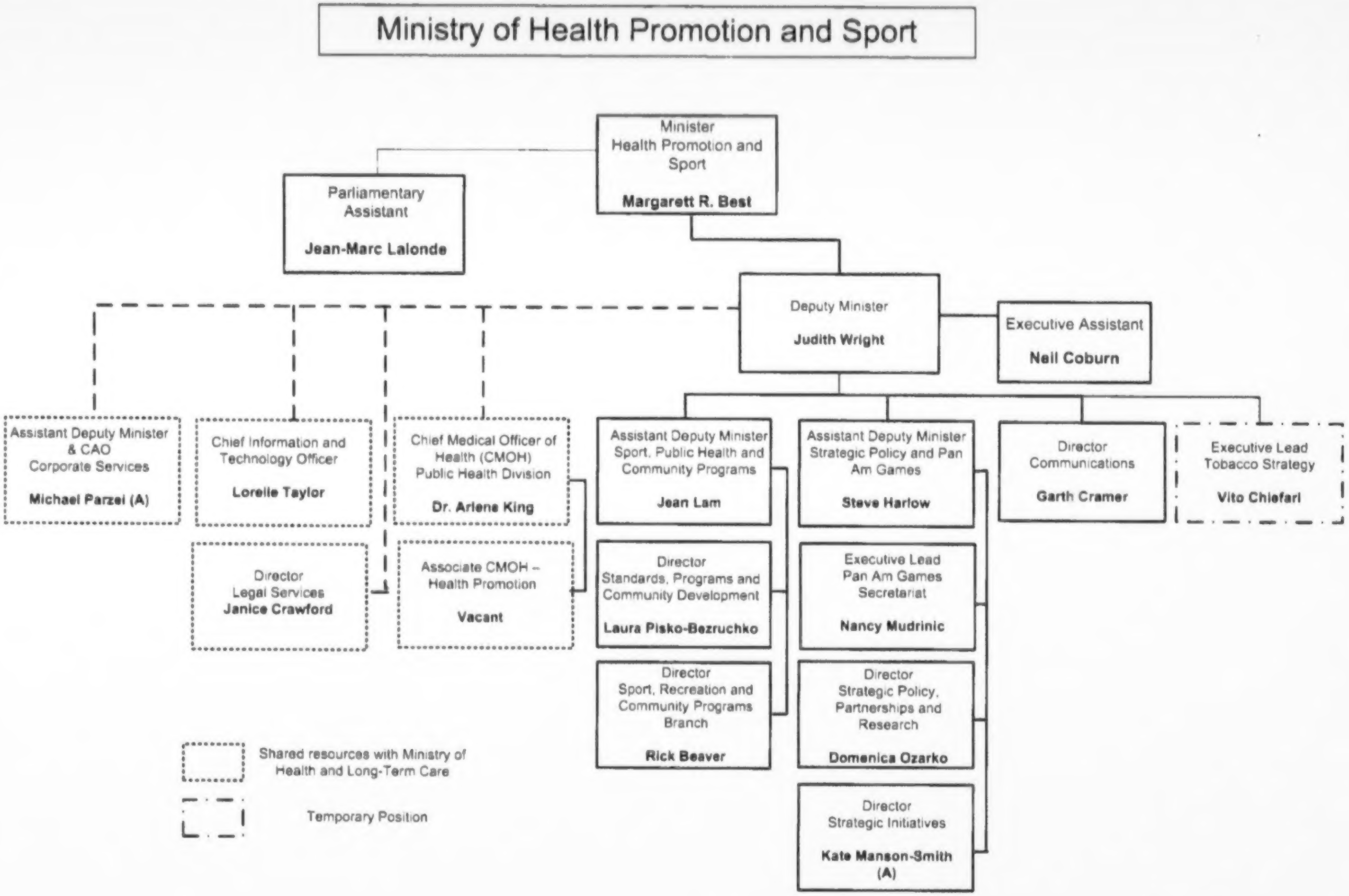
The ministry continued to deliver on the following key initiatives:

- Through the Provincial Sport/Multi Sport (PSO/MSO) Program, the ministry funded 62 PSO/MSOs to promote participation and excellence in sport throughout Ontario.
- Through the Quest for Gold Program, the ministry invested in coaching programs and enhanced training and competitive opportunities for athletes. The program contributed to an increase in participation of Ontario athletes on Canadian teams. 33 of 48 Ontario athletes funded through Quest for Goal participated in the 2010 Winter Olympics and 13 athletes won 7 medals (representing 27 per cent of Canada's medal count). A total of 21 of the 25 paralympian for the 2010 Winter Olympics in Vancouver received funds from the Quest for Gold Program.
- Through a partnership with the federal government, the ministry delivered the Recreational Infrastructure Canada/Ontario Recreation Program resulting in $190M in support to over 760 sport and recreation projects.
- The ministry invested in Aboriginal health promotion programming to expand recreation and physical activity opportunities and a Healthy Living Program.
- Through a targeted Diabetes Prevention Strategy in cooperation with the Ministry of Health and Long-Term Care, this strategy aims to reduce the impact of diabetes for Ontarians most at risk (e.g. Aboriginal, Asian, South Asians, African-Caribbean descent, Hispanic and lower income) through targeted interventions in neighbourhoods and workplaces.
- MHPS provided more than 18,000 children in over 310 sites across the province with access to safe, active and healthy after school activities through its After School Initiative.
- Children In Need Of Treatment (CINOT) Program was expanded in 2009 to provide coverage to children in low-income families to children and youth 17 years and under. In 2010, CINOT provided emergency care for 43,484 children and youth with serious oral health problems who may have otherwise gone untreated. The program also offers out-of-hospital general anaesthetic for children age five and older.

- Further Amendments to the *Smoke-Free Ontario Act* were made in 2010 that restricted the sale of cigarillos to packages of at least 20 and prohibited the sale of flavoured cigarillos.
- Through the Healthy Communities Fund the ministry has, over the last two years, made significant investments in over 360 projects to help local partners promote physical activity, healthy eating, injury prevention, tobacco control, substance misuse and mental health promotion.

Ontario

Ministry Organization Chart


Ministry of Health Promotion and Sport
Minister Health Promotion and Sport **Margarett R. Best**
Parliamentary Assistant **Jean-Marc Lalonde**
Deputy Minister **Judith Wright**
Executive Assistant **Neil Coburn**
Assistant Deputy Minister & CAO Corporate Services **Michael Parzei (A)**
Chief Information and Technology Officer **Lorelle Taylor**
Director Legal Services **Janice Crawford**
Chief Medical Officer of Health (CMOH) Public Health Division **Dr. Arlene King**
Associate CMOH – Health Promotion **Vacant**
Assistant Deputy Minister Sport, Public Health and Community Programs **Jean Lam**
Director Standards, Programs and Community Development **Laura Pisko-Bezruchko**
Director Sport, Recreation and Community Programs Branch **Rick Beaver**
Assistant Deputy Minister Strategic Policy and Pan Am Games **Steve Harlow**
Executive Lead Pan Am Games Secretariat **Nancy Mudrinic**
Director Strategic Policy, Partnerships and Research **Domenica Ozarko**
Director Strategic Initiatives **Kate Manson-Smith (A)**
Director Communications **Garth Cramer**
Executive Lead Tobacco Strategy **Vito Chiefari**
Shared resources with Ministry of Health and Long-Term Care
Temporary Position

April 1, 2011

Legislation

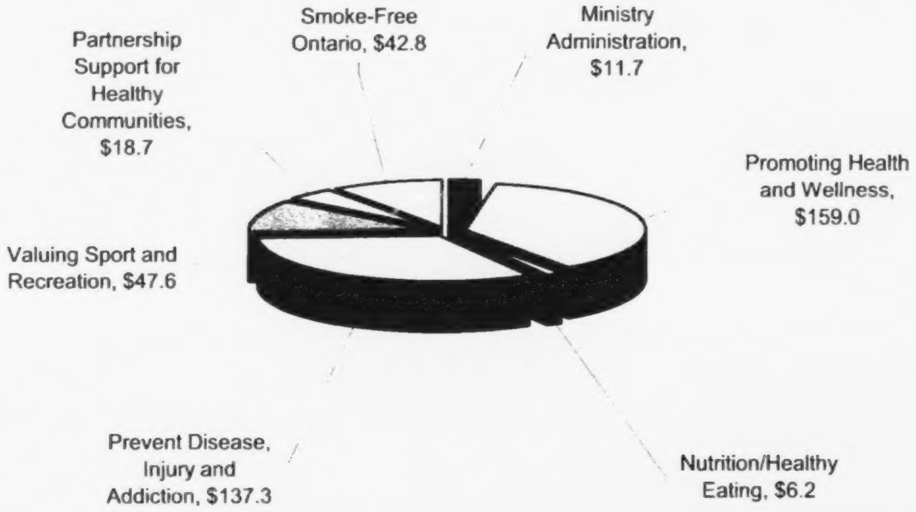
The ministry is responsible for the following statutes:

- *Community Recreation Centres Act*, R.S.O. 1990, c. C.22
- *Health Protection and Promotion Act*, R.S.O. 1990, c. H.7, section 7, in so far as it relates to the following mandatory health programs and services: Chronic Disease Prevention, Injury Prevention including Substance Abuse Prevention, Child Health and Reproductive Health, as described in guidelines published under section 7, and any other provision of the Act in so far as it relates to the administration or enforcement of section 7 respecting those programs and services
- *Ministry of Health and Long-Term Care Act,* R.S.O. 1990, c. M.26, in so far as it relates to health promotion
- *Ministry of Tourism and Recreation Act,* R.S.O. 1990, c. M.35, in respect of recreation
- *Smoke-Free Ontario Act,* S.O. 1994, c. 10, as amended.

MINISTRY FINANCIAL INFORMATION

The following chart depicts the ministry's operating investment in 2011-12 in the priorities.

Ministry Allocation of 2011-12 Base Spending ($ Millions)



MINISTRY OF HEALTH PROMOTION AND SPORT

By championing health promotion across Ontario and inspiring partners to create a culture of health and wellbeing for all, the Ministry of Health Promotion and Sport is building healthy communities that will provide economic benefits well beyond health care savings. The Ministry of Health Promotion and Sport works with other ministries, other levels of government and community partners to develop and implement strategies and policies aimed at preventing chronic disease and that support healthy eating, physical activity, and smoking prevention/cessation. The ministry is also responsible for supporting amateur sport participation and performance excellence. These ministry initiatives support the sustainability of the healthcare system, and are critically linked to the government's overall agenda of a healthy Ontario, strong economy, reduction in poverty and student success.

Table 1: Ministry Planned Expeditures 2011-12 ($M)

Operating	419.3
Capital	51.7
TOTAL	471.0

Ministry Planned Expenditures by Program Name 2011-12 ($M)

Program Name	**Ministry Planned Expenditures**
Ministry Administration	11.7
Health Promotion and Sport Programs	407.6
Health Promotion and Sport Capital	51.7

Table 2: Operating and Capital Summary by Vote

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	Change %	Estimates* 2010-11 $	Interim Actuals* 2010-11 $	Actuals* 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry of Health Promotion and Sport	475,458,300	(297,530,300)	(38.5)	772,988,600	713,827,200	449,219,260
TOTAL OPERATING and CAPITAL EXPENSE TO BE VOTED	**475,458,300**	**(297,530,300)**	**(38.5)**	**772,988,600**	**713,827,200**	**449,219,260**
Statutory Appropriations	64,014	-	-	64,014	64,014	65,968
Ministry Total Operating and Capital Expense	**475,522,314**	**(297,530,300)**	**(38.5)**	**773,052,614**	**713,891,214**	**449,285,228**
Net Consolidation Adjustments	(4,560,800)	9,733,000	(68.1)	(14,293,800)	(15,749,400)	(16,290,918)
Total Including Consolidations and Other Adjustments	**470,961,514**	**(287,797,300)**	**(37.9)**	**758,758,814**	**698,141,814**	**432,994,310**
OPERATING ASSETS						
Ministry of Health Promotion and Sport	500,000	-	-	500,000	500,000	500,000
TOTAL OPERATING and CAPITAL ASSETS TO BE VOTED	**500,000**	-	-	**500,000**	**500,000**	**500,000**

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure.
Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Note: Commencing in 2009-10, the Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between 2011-12, 2010-11, and 2009-10 may not be meaningful.

For additional financial information, see:

http://www.fin.gov.on.ca/english/budget/estimates/
http://www.fin.gov.on.ca/english/budget/paccts/
http://www.fin.gov.on.ca/english/budget/ontariobudgets/2011/

or

http://www.mhp.gov.on.ca/en/about/rbp/default.asp

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The Ministry of Health Promotion and Sport was established in June 2005 to help Ontarians lead healthier lives by delivering programs that promote healthier choices. The ministry is a leader and champion of health promotion and chronic diseases and injury prevention for all Ontarians. It is committed to developing and implementing policies and programs that enable individuals, families and communities to live healthy, active and safe lives. The ministry is working closely with its partners in government and across sectors to develop and influence policies, programs and practices that impact the health of all Ontarians.

In 2010-11, the Ministry of Health Promotion and Sport moved forward on key commitments and initiatives, with several significant accomplishments. By working with its partners to heighten public awareness of health and chronic disease prevention, the ministry is contributing to the following objectives linked to the Social Determinants of Health, as identified by the World Health Organization (WHO):

- Increased access to and levels of physical activity and sport participation;
- Increased awareness and adoption of healthy eating practices;
- Increased access to quality after-school programs;
- Increased awareness of Type II diabetes within high-risk populations;
- Increased awareness of the harm associated with tobacco use/substance misuse;
- Increased awareness of how to reduce or prevent injuries;
- Increased youth resiliency; and
- Improved collaboration among community partners.

The following highlights of achievements in 2010-11 demonstrate how working in partnership helps to shape the broader health promotion agenda and give Ontarians the opportunity to make informed and positive choices about their health.

Creating a Smoke-Free Ontario

Tobacco use remains the number one cause of preventable disease and death in Ontario, killing over 13,000 Ontarians every year. Tobacco-related diseases directly cost the Ontario economy $1.6 billion for health care annually and accounts for at least 500,000 hospital days each year.

The government's Smoke-Free Ontario Strategy was launched in 2005 and received widespread support. It is a comprehensive strategy, incorporating policy change, legislation and direct programming to prevent and reduce tobacco use, and protect Ontarians from involuntary exposure to second-hand smoke. The *Smoke-Free Ontario Act* became effective on May 31, 2006[*].

In February, 2010, Health Canada released initial data on smoking behaviours for the first six months of 2008 captured by the 2009 Canadian Tobacco Use Monitoring Study (CTUMS). The results indicate that there is a decline in the number of cigarettes smoked by daily smokers, although, compared to 2008, there has not been significant change in overall smoking behaviour for Ontario's population (aged 15+ years).

Approximately 62 per cent of current Ontario smokers aged 18+ years report that they intend to quit smoking in the next six months, and 32 per cent of current Ontario smokers aged 18+ years of age intend to quit in the next 30 days.

To further protect Ontarians from the dangers of tobacco use, the following three amendments were introduced to the *Smoke-Free Ontario Act*:

1. Tobacco Display Ban: On May 31, 2008, a full ban on the display of tobacco products at point-of-sale came into effect.
2. Smoking in Motor Vehicles: This new law, which prohibits persons from smoking in motor vehicles with children under 16, came into effect on January 21, 2009. Under the law, a driver or passenger smoking in a motor vehicle, while someone else under the age of 16 is present, is committing an offence, and can be fined up to $250.
3. Cigarillos: On July 1, 2010, amendments to the *Smoke-Free Ontario Act* with respect to Cigarillos came into effect which prohibits the sale of cigarillos in packages of less than 20, and prohibits the sale of flavoured cigarillos.

Policy and Legislative Initiatives:
While continuing the implementation of the SFO Strategy, the ministry:

- Initiated a process to develop a new five-year plan for tobacco control in collaboration with stakeholders and the Ontario Agency for Health Protection and Promotion (OAHPP). The process engaged stakeholders through a Tobacco Strategy Advisory Group to examine evidence through the work of a Scientific Advisory Committee convened by the OAHPP on behalf of MHPS.
- Amendments were made to the *Smoke-Free Ontario Act* to protect Ontario's youth by prohibiting the sale and distribution of flavoured cigarillos in 2010.

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[*] Costs of public health programs receive 100% funding from the Ministry of Health Promotion and Sport, to local municipal governments.

Programming:

- Continued to support smokers to make quit attempts and build smoking cessation system supports.
- Continued to build system capacity through training cessation interveners.
- Expanded opportunities for smoking cessation interveners by developing and sponsoring specialty courses for Aboriginal cessation and working with under-served populations with co-addictions.
- Expanded the Ottawa Model on Smoking Cessation to 29 hospitals province-wide and built on the model to address correlated risk factors for undiagnosed diabetes.
- Expanded access to Nicotine Replacement Therapy (NRT) through an initiative in partnership with Ministry of Health and Long-Term Care and Family Health Teams (FHTs).

Obesity/Healthy Eating and Active Living/Diabetes Strategy

Following a reduction in the use of tobacco, healthy weights are seen as the next most significant and complex problem to address in order to prevent and manage chronic disease and help contain health care costs. The ministry is making significant investments to support an integrated approach to good nutrition and physical activity, as well as prevent and reduce the incidences of childhood obesity.

The ministry continues to deliver the following programs: EatRight Ontario (ERO) Dietitian Advisory Service, Northern Ontario Fruit and Vegetable Program; NutriSTEP (Nutrition Screening Tool for Every Pre-schooler); EatSmart! in recreation centres and workplaces; School Health Environment Survey (SHES); and Healthy Schools Recognition Program.

As a critical component of the Poverty Reduction Strategy, the ministry invested $10 million in Ontario's After-School Initiative to provide 18,000 children and youth in grades one to 12 with access to safe, active and healthy after-school activities at more than 300 sites across the province. As a result of this initiative children and youth have access to services such as sports and recreation activities, nutrition and wellness education, healthy snacks as well as homework assistance and arts and culture activities.

By supporting structured after-school activities in high-needs communities, the ministry is taking an important step toward giving Ontario's children and youth opportunities for a better future.

Through its Healthy Communities Fund, the ministry provided over the last two years support to over 360 provincial and community-based organizations to help plan and deliver integrated programs that improve the health of Ontarians. This approach to funding provincial and community-based organizations builds on the success of current ministry funding programs and provides more opportunities for local organizations to apply for funding for eligible health promotion initiatives that include: physical activity, sport and recreation; healthy eating; tobacco use and exposure; injury prevention; substance &

alcohol misuse; and mental health. The fund requires increased partnerships among local organizations, resulting in more comprehensive health promotion programs.

The 2008 Ontario Budget set out a plan to address diabetes in Ontario:

> *"While it's important to treat illness when it occurs, it's even better to prevent it… And we need to do more to help the one in three Ontarians living with a chronic illness. Over the next four years, we plan to launch a battle against such illnesses, starting with diabetes."*

Consistent with government direction, the ministry continued in 2010-11 to develop the Diabetes Prevention Strategy launched in 2008-09 comprised of five complementary initiatives:

- High Risk Populations: Community-Based Intervention: Provided funding to community organizations to strengthen diabetes prevention in the following priority populations: Aboriginal, South Asian, African descent, Hispanic, and Asian, as well as targeted low-income communities. Work has been concentrated in Peel, Toronto, and Northwestern and Northeastern Ontario.
- Diabetes Prevention in Health Care (Ottawa Model): Replicating the Model's success in smoking cessation to diabetes prevention by institutionalizing key screening and intervention protocols in the daily practice of health care programming.
- Workplace Diabetes Prevention: In partnership with Toronto and Northwestern Public Health and in alignment with other ministry initiatives, developed and delivered a comprehensive workplace health promotion programs in select local workplaces.
- EatRight Ontario (ERO): Diabetes Programming and Awareness of Services: Implemented enhancements to ERO to better support diabetes prevention in Ontario by adding meal planning tools and culturally appropriate resources, as well employing staff with expertise in diabetes.
- Risk Factor Campaign Targeting Priority Populations: Developed and carried out a public education/social marketing campaign targeting at-risk populations.

Support for Ontario's Public Health System

Ontario Official Local Health Agencies (36 public health units across the province) are responsible for local planning and delivery of public health programs and services by administering mandatory health programs under the provisions of the *Health Protection and Promotion Act*. The ministry funded the following four mandatory programs[†]:

1. Chronic Disease Prevention Standard: Public health units worked with schools, workplaces, recreational facilities, food service establishments and other community partners to provide programming in support of tobacco-free living, healthy eating, healthy weights, regular physical activity and reduced exposure to ultraviolet radiation.
2. Child Health Standard: Public health units provided leadership in health promotion initiatives to enhance positive parenting, breastfeeding, healthy family dynamics, healthy eating, healthy weights and physical activity growth and development and oral health. Under this standard is the Children in Need of Treatment (CINOT) program. Public health units provided oral health screening and administered the CINOT program and its expanded coverage for eligible to children and youth aged 17 and under who require urgent dental care.
3. Reproductive Health Standard: Public health units coordinated services that provide preconception care, prenatal care and screening to support healthy pregnancies, and preparation for parenting.
4. Prevention of Injury and Substance Misuse Standard: Public health units provided programs and services to reduce motorized vehicle collisions, bicycle crashes, misuse of alcohol and other substances and falls across the lifespan.

In 2010-11, the ministry continued its effort to implement the Ontario Public Health Standards in partnership with the Ministry of Health and Long-Term Care with an objective of moving towards standards that are measurable, linked with specific performance measures for increased accountability, and integrated into the Public Health Performance Management Framework.

Northern Ontario Fruit and Vegetable Program

The Northern Fruit and Vegetable program, launched in selected areas of Northern Ontario, in 2006 is designed to increase awareness and educate elementary school-aged children and their families about the benefits of healthy eating. The program was expanded in 2010-

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[†] Costs of public health programs are split as follows: 75% is funded by the Province, with the remaining 25% funded by local municipal governments.

11 to provide more than 18,000 students in 110 schools in the Porcupine and Algoma regions with fruits and vegetables, twice a week for the duration of the school year.

EatRight Ontario Dietitian Advisory Service

In partnership with the Dietitians of Canada, the ministry continued to provide Ontarians with access to registered dietitians' services and advice. EatRight Ontario is a free service offering evidence-based nutrition, healthy eating advice and menu planning directly from registered dietitians by phone or online. The call service is available in more than 100 languages.

The ministry is enhancing the service to strengthen its outreach to key population groups. EatRight Ontario will contribute to important government initiatives, such as:

- Supporting Ontarians with the prevention and management of diabetes through specific nutrition advice and resources;
- Acting as a resource for the implementation of the Ministry of Education's School Food and Beverage Policy as well as the Ministry of Children and Youth Services' Student Nutrition Program; and
- Acting as a resource for the Ministry of Agriculture, Food and Rural Affairs' Local Food Initiative.

Valuing Sport and Recreation

The ministry is committed to increasing Ontarians' sport and physical activity participation levels and developing high performance athletes whose achievements inspire people across Ontario and Canada. The ministry is working to promote a culture in Ontario which values sport and recreation.

The Ministry of Health Promotion and Sport operates a number of programs that promote participation in sport and recreation and provides financial support to those organizations that serve athletes. This includes funding to Provincial Sport Organizations and Multi Sport Organizations, the Sport Alliance of Ontario, the Canadian Sport Centre Ontario, and the Coaches Association of Ontario.

The Quest for Gold Program is a $10 million program developed and administered by the Ministry of Health Promotion and Sport. It provides support to increase the performance and number of Ontario athletes competing at the highest national and international levels. Under the 2010-11 program, over 1,100 Ontario athletes received $6.4 million in direct financial assistance from the program. In addition, $3.6 million was allocated to enhanced coaching, training and competitive opportunities for Ontario athletes.

We are seeing the benefits of our increased investment in high-performance sport. Ontario athletes made up 23 percent of the Canadian Team at the Vancouver 2010 Winter Olympics, up from 19 per cent in 2006.

Investment in Aboriginal Programming

In 2010-11, the ministry built on its existing investment in health promotion programming with Aboriginal communities by expanding the Urban Aboriginal Healthy Living Program delivered to 23 Friendship Centres. This investment provided recreation and physical activity opportunities for First Nations communities; problem gambling awareness programs and prevention of drug and alcohol related injuries. Diabetes prevention programming undertaken through Aboriginal Health Access Centres province-wide was also aligned with the diabetes management initiatives sponsored by the Ministry of Health and Long-Term Care.

The ministry also fostered development of a First Nations Health Promotion Strategy, in partnership with the Chiefs of Ontario and Health Canada, supported expansion of after school programming on First Nations reserves.

In addition, the Community Aboriginal Recreation Activator (CARA) Program provided 15 isolated First Nations communities with funding for 'Activators' to develop, mobilize and facilitate local sport and physical activity programs. This capacity building initiative supports Aboriginal communities to meet their sport and recreation needs.

Sport Hosting

In June 2006, MHPS released an International Amateur Sport Hosting Policy and Implementation Guidelines. The policy helps guide the Province's decisions to participate in events and also assists in determining the value of its investment in bids to host sporting events in Ontario. The policy covers international amateur sport associated with the international sport federation and games organizations recognized by the International Olympic Committee/International Paralympic Committee.

Since the policy was approved, the Province has invested $4.5 million in a number of successful events.

2015 Pan/Parapan American Games

In November 2009, Ontario won the Bid to host the 2015 Pan/Parapan American Games in the Greater Golden Horseshoe Area (GGHA) with Toronto as the title city. The Games are a multi-sport event held every four years for athletes from 42 nations in the Americas. The Games are expected to attract more than 10,000 athletes and team officials taking part in 48 sports.

Hosting the 2015 Pan/Parapan American Games will have significant positive impacts on the Province. The Games is expected to attract up to 250,000 tourists from around the world, and will generate 15,000 jobs across multiple sectors. The Games will also create a legacy of new and updated sport venues and stimulate a number of key infrastructure projects in Toronto and the Greater Golden Horseshoe, including public transportation and affordable housing.

MHPS, in partnership with the Ministry of Infrastructure and Infrastructure Ontario, is responsible for overseeing the development of the Pan/Parapan American Athletes' Village in the West Don Lands. The Village will serve as a home-away-from-home to the 10,000 athletes and officials expected for the Games. After the Games, the Village will become the cornerstone of a vibrant community in the heart of Toronto, including a mix of affordable and market housing. A Request for Proposals (RFP) to select the development consortium for the Village was released in January 2011. The successful proponent is expected to be selected and announced in summer 2011, at which point construction will commence.

The Toronto 2015 Organizing Committee, a not-for-profit corporation, has been established under Provincial legislation to plan, organize, promote, finance and stage the Games.

MHPS has also established the Pan Am Games Secretariat, which serves as a "one window" entity that provides strategic direction, coordination and oversight of the Provincial government's participation in the Games.

Sport and Recreation Infrastructure

Over the last two years, the provincial/federal investments of $390 million have supported over 760 sport and recreation infrastructure projects through the Recreational Infrastructure Canada in Ontario and Ontario Recreation Program (RInC/OREC). These investments have helped local municipalities, non-profit organizations and First Nations revitalize their arenas, swimming pools, sports fields and trails.

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	398.0
Capital	300.1
Staff Strength (as of March 31, 2011)	161.0

* interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Infrastructure

1

Ontario

Published Results-based Plan 2011-12

Ministry of Infrastructure

ISSN # 1925-6353

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MINISTRY OVERVIEW

Vision

The Ministry of Infrastructure (MOI) works with many partners inside and outside government to modernize public infrastructure and encourage the kind of growth and environmental stewardship that enhances our quality of life and contributes to our economic success.

Mission / Mandate

MOI is the central agency responsible for planning infrastructure, managing sustainable growth and setting capital priorities - in collaboration with other ministries and in consultation with municipalities, stakeholders and the public. The ministry is also responsible for developing strategic realty policy and effectively managing and deploying significant government-owned realty assets. Additionally, MOI develops and manages effective asset management policies and programs for land use and accommodation, and for infrastructure financing, including alternative financing and procurement (AFP).

The ministry has legislative responsibility for Infrastructure Ontario and Ontario Realty Corporation. Pending legislative approval, these two agencies will be merged into one with an end-to-end realty and infrastructure delivery mandate. MOI also has oversight for Waterfront Toronto, in partnership with the federal government and the City of Toronto.

A top priority is modernizing public infrastructure to support economic prosperity and help Ontario communities achieve a high quality of life. The ministry is currently developing a new ten-year plan for infrastructure that will support the Open Ontario Plan to create jobs and new opportunities for growth.

The ministry is also responsible for the Places to Grow initiative, and is currently implementing growth plans in two regions of the province, the Greater Golden Horseshoe and Northern Ontario. Through legislation and co-ordination with other ministries, MOI is helping these two regions and other parts of the province grow in a way that supports economic prosperity, protects the environment and helps communities achieve a high quality of life.

Ministry Initiatives

The Ministry of Infrastructure is committed to building and enhancing policies and programs in the following key areas:

- Infrastructure and Growth Planning
- Realty Development and Management

Infrastructure and Growth Planning

The ministry develops and coordinates the implementation of sound infrastructure strategies for the Province. This includes central agency management of the provincial capital planning process and budget development. The ministry also leads negotiations with the federal government on new cost-shared infrastructure programs, as well as leading the implementation of an asset management framework for the government. It provides infrastructure economics and financial advice and analysis, along with expertise on water economics and infrastructure development.

The ministry provides leadership in the development and implementation of the government's province-wide growth management policy under the *Places to Grow Act, 2005*. This initiative includes creating and implementing regional growth plans, consulting with local governments, Aboriginal communities, the public and other key stakeholders and facilitating the alignment of government policy and funding across multiple ministries to support the implementation of the growth plans.

Key delivery agencies:

- **Infrastructure Ontario** is dedicated to the renewal of Ontario's infrastructure, its public hospitals, courthouses, roads, and other public assets.
- **Waterfront Toronto** is collaboration among the federal, provincial and municipal governments working together to transform the waterfront into beautiful, sustainable new communities, parks and public spaces, and to foster economic growth in knowledge-based, creative industries.

Realty Development and Management

The ministry has integrated responsibility for the strategic asset realty planning, policy development and management of a portfolio encompassing approximately one million acres of land held throughout Ontario. It is also responsible for acquiring, disposing and using realty assets, as well as governing and overseeing its delivery agent, the Ontario Realty Corporation (ORC).

In this role, the ministry provides expert real estate advice and service to support Ontario's policy and program objectives in addition to working with other Ontario ministries and agencies to support their land use, property management and accommodation needs. Today, the ministry is achieving a number of Ontario's environmental and policy objectives through its effective management of realty assets, value optimization of existing realty assets, and the provision of adequate and appropriate workspace for Ontario public servants.

Key agency:

- **The Ontario Realty Corporation** manages portions of the Ministry of Infrastructure's real estate portfolio.

The Ministry of Finance (on behalf of the Ministry of Infrastructure) has proposed legislation which would, if passed, combine three agencies, including Infrastructure Ontario, the Ontario Realty Corporation, and Stadium Corporation of Ontario Limited, into a New Agency, the Ontario Infrastructure and Lands Corporation. The consolidation of these agencies will align and improve performance and operations in the delivery of infrastructure projects and realty services. At this time, the New Agency is anticipated to come into effect in Spring / Summer 2011-12, if the legislation is passed by the Legislature.

Priorities and Results

The ministry supports the government's long-term priorities of economic prosperity, environmental stewardship and sustainable communities.

To meet these priorities, the ministry is focused on three key deliverables:

- To continue to revitalize Ontario's public infrastructure
- To implement growth plans for key regions of the province
- To effectively and responsibly manage the government's real estate assets

Infrastructure Renewal and the Ten-Year Infrastructure Plan

Revitalizing the province's aging infrastructure is critical to providing a better quality of life for all Ontarians, while protecting the environment and precious natural resources. Investing in public infrastructure—hospitals, schools, highways and water systems—is a priority for meeting the needs of Ontario's growing population in the 21st century.

By the end of 2010-11, Ontario will have invested $62 billion in infrastructure since 2003, created and preserved more than 80,000 jobs on average per year, built more than 400 new schools, started or completed construction on more than 100 major hospital projects, and expanded or rehabilitated more than 5,500 kilometres of highways. This includes the five-year, $30-billion *ReNew Ontario* investment plan, which was completed in 2008-09, one year ahead of schedule. The ReNew Ontario plan positioned the province as a leader in the modernization of public infrastructure.

As part of the government's two year economic stimulus initiative, the Province invested $26 billion in 2009-10 and 2010-11. These investments have been timely and targeted, and have stimulated the province's economy when it needed it the most.

Building on the success of ReNew Ontario and stimulus investments, the ministry is working to develop a new ten-year infrastructure plan, which will be launched in 2011. This plan will identify long-term priorities, foster innovation, and create jobs and new opportunities for growth. Since August 2010, the ministry has heard from stakeholders throughout the province about Ontario's infrastructure needs and priorities. The ministry will draw on this input and analysis as it works to develop the ten-year infrastructure plan.

In the 2011 Budget, Ontario indicated its intent to continue investing in infrastructure.

To support government priorities the ministry remains committed in 2011-12 to:

- Working with the federal government to share funding for key infrastructure projects in Ontario
- Delivering critical public infrastructure projects through innovative investment strategies and Alternative Financing and Procurement
- Effectively managing the government's assets to reduce life-cycle costs, generate revenue and maximize benefit to Ontarians

Water and Wastewater

The province is providing up to $50 million in capital funding to help small communities improve water conservation and efficiency in their water and wastewater systems through the third phase of the Ontario Small Waterworks Assistance Program. The application period for the first intake of this program closed on February 15, 2011, and an announcement on successful projects is expected later this spring.

Waterfront Development

Toronto and the Golden Horseshoe region were chosen to host the 2015 Pan American and Parapan American Games. The Games will give Ontario's economy a boost by creating thousands of construction jobs and stimulating tourism in the host communities.

Infrastructure Ontario (IO) has been assigned as the project manager for the Athletes' Village. It will be built in the West Don Lands, an 80-acre parcel of predominantly provincially owned land east of Toronto's downtown core, along the western bank of the Don River. The Athletes' Village will be made up of a combination of new permanent residential construction and temporary, modular facilities that will be set up for the duration of the Games.

Choosing West Don Lands for the Athletes' Village achieves multiple provincial priorities including affordable housing, brownfield redevelopment and tangible progress on waterfront revitalization. Development of the West Don Lands is already underway through the tri-government Toronto Waterfront Revitalization Initiative. The Ontario Realty Corporation is also playing an important role in the redevelopment of the West Don Lands and is working closely with Waterfront Toronto.

The Athletes' Village will be built using IO's Alternative Financing and Procurement (AFP) process, in which the private sector assumes the risks related to cost overruns. IO and Waterfront Toronto issued a Request for Proposals in February 2011 to look for a partner to construct the Athletes' Village. The successful proponent is expected to be selected and announced in summer 2011.

Growth Planning

Over the next 25 years, Ontario will encounter diverse growth challenges. The *Places to Grow Act, 2005* is the cornerstone of the government's initiative to manage growth in Ontario in ways that sustain a robust economy, preserve the environment and natural resources, and help communities grow and flourish. This legislation helps the government identify and designate growth plan areas and develop strategic growth plans for those communities. This is accomplished in discussion with local officials, stakeholders, residents, and other public groups.

Growth plans identify where and how growth should occur within a region, and help guide government investments. They set out policy directions and planning tools that work to achieve attractive, healthy communities and contribute to a more creative, connected and prosperous community fabric. More broadly, the Province's growth management policies and objectives can also be applicable to communities that are not specifically identified as growth plan areas.

In the Greater Golden Horseshoe, the challenge will be planning for a population increase of approximately four million people while continuing to attract investment. In Northern Ontario, the challenge is creating a sustainable economy that supports training, education and employment opportunities, and attracts people and investment.

Growth Plan for the Greater Golden Horseshoe

With the approval of the Growth Plan for the Greater Golden Horseshoe 2006, in 2006, the government has provided overall leadership and guidance for growth over the next 25 years. It sets provincial priorities and provides clear, region-wide standards for growth and development, while giving communities the flexibility they need to address local circumstances.

In 2011-12, the ministry will continue to work with municipalities to achieve conformity with the Growth Plan, and will continue to work with partner ministries to achieve policy and planning alignment. The ministry will also continue its research and outreach activities that further the Province's growth planning objectives, along with other supporting efforts to implement the Growth Plan in partnership with municipalities and key stakeholders. In addition, 2011 marks the fifth anniversary of the Growth Plan for the Greater Golden

Horseshoe, 2006 and the ministry will initiate a process to assess the Growth Plan's performance to date, and begin to inform the Growth Plan review, which must take place before 2016.

Strategic Vision for Simcoe

In June 2009, the province unveiled a strategy, called *Simcoe Area: A Strategic Vision for Growth,* to address the issues of urban sprawl, job creation and protection of the environment in the Simcoe area. The discussion paper outlined potential amendments to the Growth Plan for the Greater Golden Horseshoe, 2006. The Proposed Amendment was issued on October 28, 2010.

A goal in 2011-12 will be to finalize Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2006 that contains policy tools and directions to help address Simcoe's complex growth challenges.

Growth Plan for Northern Ontario

In March 2011, the Growth Plan for Northern Ontario was released. Developed in partnership with the Ministry of Northern Development, Mines and Forestry, with extensive engagement of diverse partners, the 25-year plan will help create stronger, more diverse and sustainable northern communities.

The Growth Plan will help attract people and investments to the region, support training, education and employment opportunities, create a highly qualified workforce and position the northern economy to compete on a global scale.

In 2011-12 the focus will be on the Growth Plan's implementation. Key activities for MOI will include:

- Working with partner ministries to ensure that their programs and initiatives align with and support the implementation of Growth Plan policies
- Undertaking analysis and consultation to identify northern economic and service hubs, in keeping with Growth Plan policies
- Working with municipalities to ensure that their planning decisions and official plans conform to the Growth Plan as required under the *Places to Grow Act, 2005*
- Supporting the Ministry of Transportation in their development of a Northern Ontario Multi-Modal Transportation Strategy.

Realty Development and Management

The effective management of the government's realty assets is a prime responsibility for the ministry. In addition to ensuring major infrastructure projects deliver value for money, this commitment includes effective management of the ministry's real estate portfolio and ensures the advancement of public policy and program delivery through use of realty assets. The portfolio today consists of approximately 49 million square feet of space in 6,319 buildings and structures – ranging from detention centres to office space, courthouses, sheds and heritage buildings – and over one million acres of land.

The ministry and Ontario Realty Corporation are committed to be leaders in sustainability, specifically in the sustainable management of Ontario's real estate portfolio.

Ministry-owned land is a valued asset that can be used for government programs or, when it is no longer required, can be sold to meet local or other government interests with proceeds going to the Consolidated Revenue Fund.

The government is committed to making the best use of, and obtaining fair market value for its real estate assets. Before properties are put up for sale, a stringent review process determines if they serve useful purposes in meeting government program and policy objectives. Only those identified as surplus assets are listed for sale.

The disposition of properties is part of a broader, long-term strategy set out by the government to manage the province's real estate assets in the most efficient and effective manner. To implement the strategy, the ORC develops an annual sales plan for the disposition of surplus property and follows a streamlined disposition process for optimal results.

Ministry Contribution to Key Priorities & Results

The Ministry of Infrastructure manages government policy and initiatives leading to revitalized public infrastructure that enhances economic competitiveness, protects the environment, builds sustainable communities and effectively manages the province's real estate assets.

Priorities	Economic prosperity	Environmental stewardship	Sustainable Communities
Results	• Diversified, competitive business environment • New clean economy and jobs	• Climate protection • Cleaner air • Preservation of natural resources	• Strong, vibrant and prosperous communities for generations to come • High standard of living for citizens
Strategies	Invest in infrastructure that will increase economic output, maximize job creation, and spur economic development. Develop and implement long-term strategic plans for growth, to help inform and guide infrastructure and service delivery decisions.	• Manage growth and development in a smart and environmentally sustainable way • Ensure public infrastructure incorporates principles of environmental design	• Revitalize public infrastructure • Empower communities • Manage real estate assets to ensure value for money and maximize benefit to the public • Align land use planning and infrastructure investments
Deliverables	Infrastructure renewal and growth planning initiatives		
Key Initiatives	• Investing in hospitals, educational institutions and transportation • Investing in water and wastewater systems and other municipal renewal projects • Shared federal-provincial funding • Innovative financing model • Growth plans for: - Greater Golden Horseshoe - Northern Ontario • Public and stakeholder engagement including youth • Engaging Aboriginal communities • Strategic real estate management		
Measures	• Working with federal government partners to renew and modernize aging infrastructure • Urban growth centre (UGC) densities (people + jobs per hectare) • Reduction of electricity usage in government-owned buildings • Timely implementation of the Toronto Waterfront Revitalization Initiative		

Highlights of Achievements

The ministry continues to create and deliver key initiatives in support of the government's long-term priorities of economic prosperity, environmental stewardship and sustainable communities.

In 2011, the ministry will focus on the continued revitalization and renewal of public infrastructure and implementation of growth plans. Priorities include rolling-out the new ten-year infrastructure plan, finalizing a strategic vision for growth in the Simcoe area, supporting municipal implementation of the Growth Plan for the Greater Golden Horseshoe, 2006 and implementing the Growth Plan for Northern Ontario, 2011.

Infrastructure Renewal

Public infrastructure investments create jobs and provide significant economic benefits over the longer term. Ontario has made large infrastructure investments in key sectors, including education, health, transportation and justice. Key achievements include:

- Building more than 400 new schools and creating 230,000 new spaces for elementary and secondary students since September 2003
- Providing approximately $1.5 billion towards 49 college and university stimulus projects by Canada and Ontario through the Knowledge Infrastructure Program
- Nearing or completing the construction of more than 100 major hospital projects, including 18 new hospitals
- Contributing $10.8 billion to support public transit since 2003
- Expanding and/or rehabilitating over 5,500 kilometres of highways across the province since 2003
- Reaching completion of three significant justice projects since 2003, with five more large community safety and courthouse projects in progress
- Directing over $12 billion in infrastructure funding to municipalities since 2003, including $1.1 billion to improve water, wastewater and stormwater infrastructure

Infrastructure stimulus investments are helping to drive economic growth in Ontario over the short and long term. As part of the government's two-year economic stimulus initiative, the province invested $26 billion in 2009-10 and 2010-11. As well, $493 million in infrastructure stimulus funding has been re-allocated for fiscal 2011-12 (originally allocated for 2010-11 fiscal), so project proponents that were granted an extension can complete their projects in 2011. This includes:

- Approximately $142 million for colleges and universities
- Approximately $306 million for projects, including municipal roads and building, water/wastewater, recreation infrastructure and non-profit organizations.
- Approximately $44 million for recreational infrastructure through the Recreation Infrastructure Canada Program

Some of the province's infrastructure projects are also being funded through innovative investment strategies and the made-in-Ontario approach known as Alternative Financing and Procurement (AFP). Managed by Infrastructure Ontario, the AFP model leverages private sector expertise and resources to rebuild some of the province's larger, more complex infrastructure projects, while ensuring appropriate public control and ownership.

Since 2005, Infrastructure Ontario has brought more than 50 projects to the market, worth close to $21 billion in capital construction. Seventeen projects have already been completed and 24 projects are currently under construction. It is estimated that the completed projects will generate more than $400 million in value for money compared to traditional procurement.

Ten-Year Infrastructure Plan

In its 2011 Budget, the province continues to build on its substantial commitments to public infrastructure. Over the next three years, Ontario plans to invest more than $35 billion, including $12.8 billion in 2011-12. These investments are expected to create and preserve over 300,000 jobs.

The plan will identify long-term priorities, foster innovation, and create jobs and new opportunities for growth. Since August 2010, the ministry has heard from stakeholders throughout the province about Ontario's infrastructure needs and priorities. The ministry will draw on this input and analysis as it works to develop the ten-year infrastructure plan.

Toronto Accommodation Plan

Through its agency, the Ontario Realty Corporation, MOI is committed to managing Ontario's public real estate portfolio in a way that is both fiscally responsible, and environmentally sustainable.

The 2010 Budget announced that to help manage spending over the coming years, the government will delay some investments in government office space by five years, resulting in savings of over $1.4 billion. MOI has worked with the ORC to implement a strategy to deal with the reduced funding, while honouring program commitments.

ORC projects now underway include the following:

- Base-building retrofits and partial tenant improvements (50% of building) at 222 Jarvis Street.
- Site redevelopment at the Downsview Provincial Campus in preparation for the new Forensics Services and Coroner's Complex (FSCC) and Humber River Regional Hospital (HRRH); and

- Purchase and partial retrofit of 77 Grenville to honour existing commitments made to Women's College Hospital.

Growth Planning

Growth Plan for the Greater Golden Horseshoe, 2006 Conformity

To support implementation of the Growth Plan for the Greater Golden Horseshoe, 2006, Ontario is investing in infrastructure across the region. Ministry staff are working closely with various development partners and stakeholders, as well as municipalities across the Greater Golden Horseshoe to bring their official plans into conformity with the Growth Plan. To date, all upper and single-tier municipalities have adopted official plan amendments to conform to the Growth Plan. Nearly 44% of lower-tier municipalities have adopted similar amendments, and the province expects the rest to follow suit soon.

The Growth Plan for the Greater Golden Horseshoe, 2006 sets out specific policies to:

- Revitalize downtowns to become vibrant and convenient centres.
- Create complete communities that offer more options for living, working, learning, shopping and playing.
- Provide greater choice in housing types to meet the needs of people at all stages of life.
- Curb sprawl and protect farmland and clean spaces.
- Reduce traffic gridlock by improving access to a greater range of transportation choices.

Strategic Vision for Simcoe

In June 2009, the province unveiled a strategy, *Simcoe Area: A Strategic Vision for Growth,* to address the issues of urban sprawl, job creation and protection of the environment in the Simcoe area. The discussion paper outlined potential amendments to the Growth Plan for the Greater Golden Horseshoe, 2006.

In October 2010, the government released the Proposed Amendment 1 to the Growth Plan. This proposed amendment provides more specific direction to the Simcoe area, addressing its complex growth challenges. Following feedback from extensive public and stakeholder consultations, the government has asked the Provincial Development Facilitator to carry out additional scoped consultations with municipalities and provide recommendations.

Growth Plan for Northern Ontario

Since 2007, the ministry, in partnership with the Ministry of Northern Development, Mines and Forestry worked closely with Northern Ontario residents, youth, Aboriginal peoples, community leaders, business, industry and other experts to develop the Growth Plan for Northern Ontario, 2011.

Significant input from the community was a cornerstone of the plan's development, with 1,400 Northerners participating in public meetings, video-conferences and webinars in 45 diverse communities on the Proposed Growth Plan. The province received hundreds of submissions from individuals, municipalities, educational institutions, and industry and community organizations across Northern Ontario. There was also extensive Aboriginal outreach and engagement.

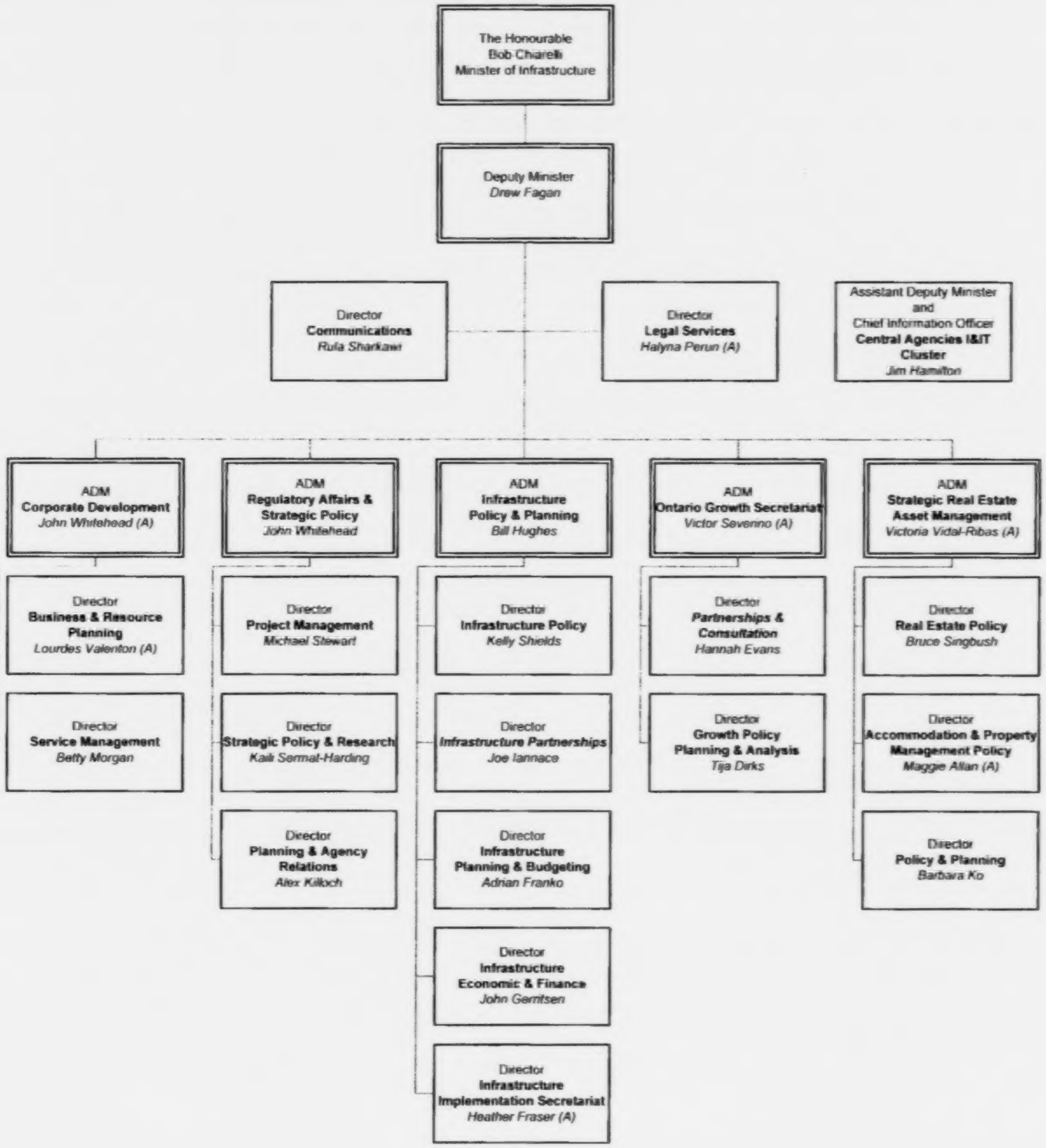
On March 4, 2011, the Growth Plan for Northern Ontario, 2011 was released, which will help guide decision-making and investments in the North over the next 25 years. It aims to strengthen Northern Ontario by:

- Diversifying the region's traditional resource-based industries to stimulate investment and entrepreneurship
- Providing education, training and career opportunities in priority economic areas
- Ensuring communities are well positioned to attract people and investment

In 2011-12 the focus will be on the Growth Plan's implementation. Key activities for MOI will include:

- Working with partner ministries to ensure that their programs and initiatives align with and support the implementation of Growth Plan policies
- Undertaking analysis and consultation to identify northern economic and service hubs, in keeping with Growth Plan policies
- Working with municipalities to ensure that their planning decisions and official plans conform to the Growth Plan, as required under the Places to Grow Act, 2005
- Supporting the Ministry of Transportation in their development of a Northern Ontario Multi-Modal Transportation Strategy.

Ministry Organizational Chart


The Honourable Bob Chiarelli Minister of Infrastructure
Deputy Minister Drew Fagan
Director Communications Rula Sharkawi
Director Legal Services Halyna Perun (A)
Assistant Deputy Minister and Chief Information Officer Central Agencies I&IT Cluster Jim Hamilton
ADM Corporate Development John Whitehead (A)
ADM Regulatory Affairs & Strategic Policy John Whitehead
ADM Infrastructure Policy & Planning Bill Hughes
ADM Ontario Growth Secretariat Victor Severino (A)
ADM Strategic Real Estate Asset Management Victoria Vidal-Ribas (A)
Director Business & Resource Planning Lourdes Valenton (A)
Director Service Management Betty Morgan
Director Project Management Michael Stewart
Director Strategic Policy & Research Kaili Sermat-Harding
Director Planning & Agency Relations Alex Killoch
Director Infrastructure Policy Kelly Shields
Director Infrastructure Partnerships Joe Iannace
Director Infrastructure Planning & Budgeting Adrian Franko
Director Infrastructure Economic & Finance John Gerritsen
Director Infrastructure Implementation Secretariat Heather Fraser (A)
Director Partnerships & Consultation Hannah Evans
Director Growth Policy Planning & Analysis Tija Dirks
Director Real Estate Policy Bruce Singbush
Director Accommodation & Property Management Policy Maggie Allan (A)
Director Policy & Planning Barbara Ko

As of April 6, 2011

Legislation

The following is a list of the legislation for which the Ministry of Infrastructure has primary legislative or administrative responsibility.

Statutes Administered by MOI:

1. *Toronto Waterfront Revitalization Corporation Act, 2002*, S.O. 2002, c. 28
2. *Places to Grow Act, 2005*, S.O. 2005, c. 13
3. *Ontario Infrastructure Projects Corporation Act, 2006*, S.O. 2006, c. 9, Sched. I*
4. *Ministry of Energy and Infrastructure Act*, R.S.O. 1990, c. M. 23*
   - In respect of infrastructure and growth planning matters
5. *Capital Investment Plan Act, 1993*, S.O. 1993, c. 23**
   - In respect of the Ontario Realty Corporation
6. *Electricity Act, 1998*, S.O. 1998, c. 15, Sched. A**
   - In respect of Part IX.1
7. *Green Energy Act, 2009*, S.O. 2009, c. 12, Sched. A**
   - In respect of section 10 and in respect of subsection 8 (2) which is shared with the Minister of Energy
8. *Ministry of Government Services Act*, R.S.O. 1990, c. M. 25**
   - In respect of the Ontario Realty Corporation and real property matters

MOI authority over particular sections of statutes:

1. *Education Act*, R.S.O. 1990, c. E. 2 and R.R.O. 1990, Reg. 296, ss. 18(k)
   - In respect of the powers and duties of the Ministry of Government Services described in subsection 18(k)
2. *Environmental Assessment Act*, R.S.O. 1990, c. E. 18, and R.R.O. 1990, Reg. 334, s. 7
   - In respect of the power of the Chair of the Management Board of Cabinet to carry out an undertaking referred to in section 7 of the Regulations
3. *Conservation Authorities Act*, R.S.O. 1990, c. C. 27, s. 32**
   - In respect of the powers and duties of the Minister of Government Services described in section 32.

4. *Fish and Wildlife Conservation Act, 1997*, S.O. 1997, c. 41, s. 81**
   - In respect of the powers of the Chair of the Management Board of Cabinet, described in section 81, regarding agreements for the acquisition of land.

5. *Public Lands Act*, R.S.O. 1990, c. P. 43, ss. 46(2)**
   - In respect of powers of the Minister of Government Services described in subsection 46(2).

6. *Registry Act*, R.S.O. 1990, c. R. 20, s. 114**
   - In respect of the powers and duties of the Minister of Government Services described in section 114.

7. *Surveys Act*, R.S.O. 1990, c. S. 30, s. 61**
   - In respect of the powers of the Minister of Government Services described in section 61 regarding the installation of survey monuments on lands.

* There is currently a Bill before the Legislature that is proposing to repeal the *Ontario Infrastructure Projects Corporation Act* and replace it with the *Ontario Infrastructure and Lands Corporation Act, 2011*. The same Bill is also proposing to repeal the *Ministry of Energy and Infrastructure Act* and replace it with a *Ministry of Infrastructure Act, 2011*.

** There is currently a Bill before the Legislature that is proposing to amend this piece of legislation.

Agencies, Boards and Commissions (ABCs)

Agencies that report to the Ministry Infrastructure and their financial data:

Infrastructure Ontario

Infrastructure Ontario (IO) is a Crown corporation dedicated to the renewal of the province's hospitals, courthouses, and other essential public assets. Ensuring appropriate public control and ownership, Infrastructure Ontario uses alternative financing and procurement to rebuild vital infrastructure, on time and on budget.

Infrastructure Ontario also provides Ontario municipalities, universities and other public bodies with access to affordable loans to build and renew local public infrastructure.

$	2011-12
Operating	327,500,000
Capital	(302,583,000)
Total	**24,917,000**

Ontario Realty Corporation

Ontario Realty Corporation (ORC) provides management services for the Ministry of Infrastructure's real estate portfolio, one of the largest real estate portfolios in Canada. The portfolio includes a wide variety of properties, ranging from detention centres to office space, courthouses and heritage buildings, and land holdings across the province.

ORC provides sustainable, enterprise-wide real estate solutions for the Ontario public service, allowing efficient and effective delivery of government programs to the public. ORC optimizes the value of the Ministry of Infrastructure's real estate portfolio and provides cost-effective solutions.

$	2011-12
Operating	271,132,000
Capital*	(1,110,754,000)
Total	**(839,622,000)**

*Mainly due to reversals of expenses booked by ministries for capital projects in order to set up capital assets in Province's accounts.

Government Organizations

The Ministry of Infrastructure has oversight of one government organization, the Toronto Waterfront Revitalization Corporation that is consolidated onto the ministry's financial records:

Toronto Waterfront Revitalization Corporation

The Toronto Waterfront Revitalization Corporation (Waterfront Toronto) was established by the federal government, the Province of Ontario and the City of Toronto to transform underutilized industrial lands along Toronto's waterfront into sustainable new communities, promote economic growth in knowledge-based creative industries, create parks and open spaces, and provide continuous waterfront access to the public.

Waterfront Toronto is responsible for developing and implementing a coordinated and comprehensive waterfront vision and in ensuring that the public and private sectors are engaged in revitalization efforts.

$	2011-12
Operating	125,740,500
Capital	(122,896,000)
Total	**2,844,500**

Ministry Financial Information

Ministry Planned Expenditures 2011-12 ($M)

Operating	88.1
Capital	778.1
Total	**866.2**

Note: Totals do not include consolidation and Other Adjustments of ($862.9M)

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

In 2010-11, the Ministry of Infrastructure (MOI) made significant progress in meeting three strategic priorities:

- Revitalizing public infrastructure
- Implementing growth management plans for key regions of the province
- Effectively managing the province's real estate assets

As a result, the ministry is supporting the kind of growth and environmental stewardship that will lead to economic prosperity, new jobs and sustainable communities for Ontarians, present and future.

Major Accomplishments

Ten-Year Infrastructure Plan

Ontario has invested $62 billion in infrastructure since 2003 including the $30 billion ReNew Ontario Plan and $26 billion in stimulus investments. These investments are creating and preserving more than 80,000 jobs on average per year.

The government will build on these record investments by releasing a new ten-year infrastructure plan in 2011. The plan will identify long-term priorities, foster innovation, and create jobs. This will help boost productivity, support economic growth, improve public services and enhance the quality of life for Ontarians.

Since August 2010, the ministry has heard from stakeholders throughout the province about Ontario's infrastructure needs and priorities. The ministry will draw on this input and analysis as it works to develop the ten-year infrastructure plan.

As announced in the 2011 Budget, over the next three years, Ontario plans to invest more than $35 billion in infrastructure, including $12.8 billion in 2011-12. These investments are expected to create and preserve over 300,000 jobs.

Infrastructure Stimulus Investments

Since 2009, nearly 10,000 stimulus projects have helped stimulate economic growth and benefited all regions of the province. Across Ontario, completed projects have improved facilities from roads and bridges to arenas and libraries. These projects are part of a record two-year investment of nearly $26 billion in Ontario's infrastructure. Since May 2009, Ontario has created 233,000 net new jobs, recovering 91% of the jobs lost during the recession. The government's stimulus initiatives have contributed to that recovery.

Highlights include:

- Investing $62 billion in infrastructure since 2003, by the end of 2010-11.
- Completing stimulus projects involving rinks and arenas, gyms and recreational centres, other sports fields and courts, parks, fire halls, heritage buildings, libraries, pools, airports, road repairs and bridges.
- Nearing or completing the construction of more than 100 major hospital projects, since 2003. This includes 18 new hospitals that have been built or are in progress.
- Building 400 new schools, with 120 more in progress since September 2003. In addition, more than 18,000 school renewal projects have been completed or are underway, through the "Good Places to Learn" initiative.

To provide qualifying proponents with one additional construction season to complete their projects, the provincial and federal governments extended the stimulus funding deadline to October 31, 2011. Virtually all stimulus projects are expected to be completed by the new October deadline.

During 2009-10 and 2010-11, cost-shared federal-provincial programs provided $5.2 billion in infrastructure stimulus investments. As well, $493 million in infrastructure stimulus funding has been re-allocated for fiscal 2011-12 (originally allocated for 2010-2011 fiscal), so project proponents that were granted an extension can complete their projects in 2011.

To provide greater transparency and accountability, the province launched a website that allows Ontarians to track the progress of infrastructure stimulus projects. The website, https://www.infrastructureapp.mei.gov.on.ca/en/, highlights the provincial contribution towards projects, tracks construction progress across Ontario and provides regular updates on new investments.

Growth Plan for Northern Ontario

Since 2007, the ministry has worked closely with inter-ministerial partners, northern communities, stakeholders and First Nations and Métis communities to develop the Growth Plan for Northern Ontario, 2011. The response from northerners on the Proposed Growth Plan was tremendous – both in content and in volume. More than 1,400 Northerners participated in public town hall meetings, video-conferences and webinars. Over 300 submissions were received via emails, online survey participation, and formal written submissions.

In March 2011, after one of the most extensive consultations in Northern Ontario's history, including substantial outreach to Aboriginal communities, the province released the final Growth Plan. This Plan will help guide decision-making and investments in the North over the next 25 years. It aims to strengthen Northern Ontario by:

- Diversifying the region's traditional resource-based industries to stimulate investment and entrepreneurship

- Providing education, training and career opportunities in priority economic areas
- Ensuring communities are well positioned to attract people and investment

While the province continues to work on the long-term implementation of the Growth Plan, it has already made key financial investments to support this strategic initiative. Measures in the Province's five-year Open Ontario Plan to strengthen the economy and create more jobs in Northern Ontario include:

- Investing $45 million over three years for a new training program to help Aboriginal peoples and Northern Ontarians participate in and benefit from emerging economic development opportunities
- Establishing a new Ring of Fire Coordinator to encourage responsible and sustainable economic development in this area
- Partnering with Sudbury and Thunder Bay to establish pilot economic development planning areas
- Investing $1.2 billion in Northern Ontario infrastructure in 2010-11, including more than $700 million for northern highways
- Supporting northern forestry, mining and other industry through a 3-year Northern Industrial Electricity Rate Program of $150 million a year

The government also committed in the 2011 Budget an additional $10 million for the Northern Ontario Heritage Fund Corporation, which will bring NOHFC's annual spending up to $100 million. These funds can help advance the priority directions of the Growth Plan for Northern Ontario, 2011. The budget also committed to investments of $618 million in 2011-12 to northern highways, and to new post-secondary education spaces, which will help northern communities attract and retain skilled young people.

Ontario Small Waterworks Assistance Program

In August 2007, the province launched the Ontario Small Waterworks Assistance Program (OSWAP) to help small rural and Northern communities who have been struggling to keep up with increasing operating costs and investments in water infrastructure. Through the first two phases of the program, $20 million in operating assistance is being provided to 166 communities that provide water services to 5,000 and fewer residents. These communities will receive their last payment in early 2012.

The government launched the third phase of OSWAP in August 2010, which will provide $50 million in capital funding over the next four years to help small communities. The program will result in a total investment of up to $75 million, based on a cost-sharing formula of two-thirds provincial funding and one-third municipal funding. The application period for the first intake closed on February 15, 2011, and an announcement on successful projects is expected later this spring.

Investing in clean and safe drinking water for communities is an important element of the government's Open Ontario plan. The third phase of OSWAP also builds upon the *Water*

Opportunities Act, 2010 by linking water and wastewater infrastructure grants to tangible improvements in conservation and efficiency.

Growth Plan for the Greater Golden Horseshoe Conformity

The Growth Plan for the Greater Golden Horseshoe, 2006, is helping to build strong, sustainable communities that are great places to live, work and play. The Growth Plan directs future growth in a way that supports a robust economy, makes efficient use of infrastructure, and reduces development pressure on important agricultural lands. It sets clear, region-wide standards for growth and development, while giving communities the flexibility they need to address local circumstances. More recently, ministry staff have initiated a review of the region's population and employment forecasts, and the development of a set of Growth Plan implementation performance measures.

Over the past year, ministry staff have collaborated with municipalities across the Greater Golden Horseshoe to bring their official plans into conformity with the Growth Plan, addressing conflicts between stakeholders and minimizing potential challenges at the Ontario Municipal Board. To date, all upper and single-tier municipalities have adopted official plan amendments to conform to the Growth Plan. Nearly 44% of lower-tier municipalities have adopted similar amendments, and the province expects the rest to follow suit soon.

Strategic Vision for Simcoe

To address the unique growth challenges of the Simcoe area, in October 2010 the government released the Proposed Amendment 1 to the Growth Plan for the Greater Golden Horseshoe, 2006. This proposed amendment provides more specific direction to the Simcoe area, addressing the issues of urban sprawl, job creation and environmental protection in the Simcoe area.

This proposed amendment will address the Simcoe area's complex growth challenges by:

- Identifying six urban areas where major growth can be focused
- Providing population and employment growth forecasts for all Simcoe-area communities
- Requiring communities to assess the land they need to meet forecasted growth, and to manage the supply of land available for development
- Identifying industrial employment areas along Highway 400 to support job creation, particularly for manufacturing and industrial activities; and
- Identifying economic employment districts that can support significant local employment

The ministry conducted extensive consultation sessions for residents, municipal staff and elected officials, and other stakeholders. Feedback was invited from the public on the Proposed Amendment until January 31, 2011. Based on the public and stakeholder input, the ministry has asked the Provincial Development Facilitator to carry out additional, scoped, consultations with Simcoe County and its lower-tier municipalities. The Facilitator will ensure a focused, streamlined process, and will provide the province with recommendations by November 1, 2011.

Toronto Accommodation Plan

The Toronto Accommodation Plan (TAP) was originally a 10- to 15-year initiative that aimed to retrofit, modernize or replace provincial government buildings located within the City of Toronto. First introduced in the 2009 Budget, TAP was intended to reduce the government's carbon footprint, provide a workplace environment that was technologically progressive, address rising maintenance and repair costs of aging provincially owned real estate, and control costs due to increased dependence on rental accommodations.

The 2010 Provincial Budget announced that to help manage future spending, the government would delay some investments in government office space by five years. This will result in appropriation savings of over $1.4 billion. MOI, working with the Ontario Realty Corporation (ORC), will design a strategy to deal with the reduced funding, while honouring program commitments.

ORC projects now underway include the following:

- Base-building retrofits and partial tenant improvements (50% of building) at 222 Jarvis Street;
- Site redevelopment at the Downsview Provincial Campus in preparation for the new Forensics Services and Coroner's Complex (FSCC) and Humber River Regional Hospital (HRRH);
- Purchase and partial retrofit of 77 Grenville to honour existing commitments made to Women's College Hospital.

Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	88.2
Capital	304.8
Staff Strength (as of March 31, 2011)	142*

* The 2010-11 combined staff strength for the former Ministry of Energy and Infrastructure is 347. Interim actuals reflect the numbers presented in the 2011 Ontario Budget

MINISTRY/GOVERNMENT CONTACT INFORMATION AND WEB LINKS

For more information on the Ministry of Infrastructure:

http://www.moi.gov.on.ca

For more information on Places to Grow:

http://www.placestogrow.ca/

For more information on the progress of infrastructure stimulus projects:

https://www.infrastructureapp.mei.gov.on.ca/en/

For more information on Infrastructure Ontario:

http://www.infrastructureontario.ca

For more information on the Ontario Realty Corporation (ORC):

http://www.ontariorealty.ca

For more information on Waterfront Toronto:

http://www.waterfrontoronto.ca/

GLOSSARY OF TERMS

AFP	Alternative Financing and Procurement
COMRIF	Canada-Ontario Municipal Rural Infrastructure Fund
CSIF	Canada Strategic Infrastructure Fund
GEA	*Green Energy Act, 2009*
IO	Infrastructure Ontario
MOI	Ministry of Infrastructure
mTCA	Minor Tangible Capital Asset
OGS	Ontario Growth Secretariat
OPS	Ontario Public Service
ORC	Ontario Realty Corporation
OSWAP	Ontario Small Waterworks Assistance Program
RbP	Results-based Plan
SREAM	Strategic Real Estate Asset Management Division
TAP	Toronto Accommodation Plan
UGC	Urban Growth Centre

Labour

Ontario

Published Results-based Plan 2011-12

Ministry of Labour

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Ce document est disponible en français

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

Ministry Vision

Ontario's workplaces are safe, healthy, fair and harmonious and balanced with the need to support a competitive and sustainable economy.

Ministry Mission

To advance safe, healthy, fair and harmonious workplace practices that are essential to the social and economic well-being of the people of Ontario.

Ministry Contribution to Key Priorities and Results

The Ministry of Labour supports two of the government's key priorities:

- Jobs and Economic Growth, and
- Poverty Reduction and Effective Supports for the Most Vulnerable

The ministry contributes to these priorities by providing efficient public services through its three main areas of responsibility:

- Occupational Health and Safety
- Employment Rights and Responsibilities
- Labour Relations

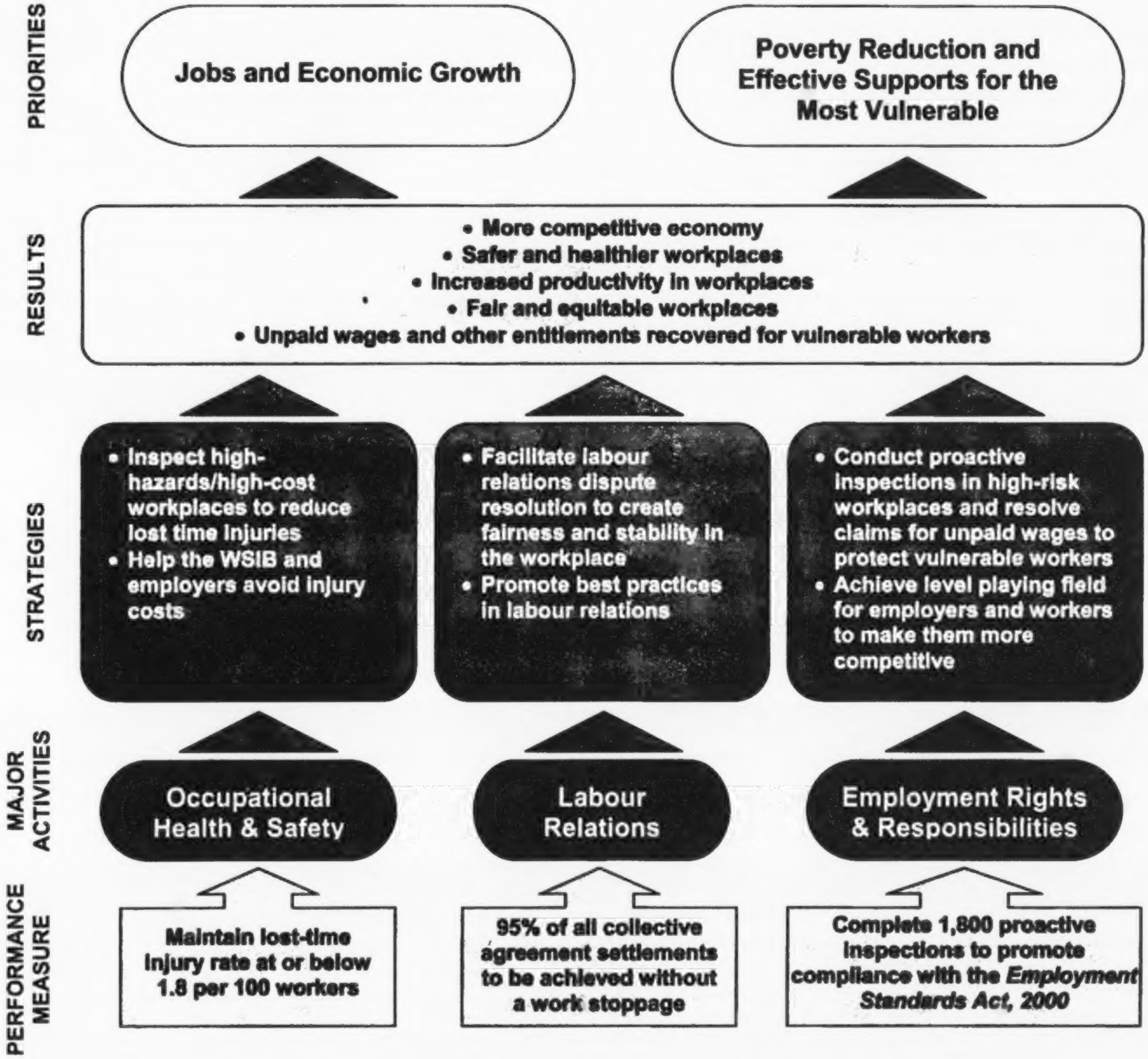
The **Occupational Health and Safety (OHS) Program** works to reduce illness and injury in Ontario workplaces, and helps create safe workplaces with other partners such as the Workplace Safety and Insurance Board and Health and Safety Associations. Safe workplaces attract jobs and investment to Ontario as a result of higher productivity and lower employer costs. This, in turn, creates a growing, competitive economy.

The **Employment Rights and Responsibilities Program** supports fair workplaces, which promotes higher productivity and creates a level playing field for employers, thus reinforcing a competitive business environment that will attract jobs and investment to Ontario.

The program also supports the Poverty Reduction Strategy by helping to protect the province's most vulnerable workers, through the enforcement of the *Employment Standards Act, 2000.*

The **Labour Relations Program** facilitates effective labour relations dispute resolution, thereby supporting fair and stable workplaces and increasing productivity, making Ontario an attractive place for investors.

The following diagram shows how the Ministry of Labour's key strategies support two of the government's key priorities.



PRIORITIES

- **Jobs and Economic Growth**
- **Poverty Reduction and Effective Supports for the Most Vulnerable**

RESULTS

- **More competitive economy**
- **Safer and healthier workplaces**
- **Increased productivity in workplaces**
- **Fair and equitable workplaces**
- **Unpaid wages and other entitlements recovered for vulnerable workers**

STRATEGIES

- **Inspect high-hazards/high-cost workplaces to reduce lost time injuries**
- **Help the WSIB and employers avoid injury costs**

- **Facilitate labour relations dispute resolution to create fairness and stability in the workplace**
- **Promote best practices in labour relations**

- **Conduct proactive inspections in high-risk workplaces and resolve claims for unpaid wages to protect vulnerable workers**
- **Achieve level playing field for employers and workers to make them more competitive**

MAJOR ACTIVITIES

- Occupational Health & Safety
- Labour Relations
- Employment Rights & Responsibilities

PERFORMANCE MEASURE

- **Maintain lost-time injury rate at or below 1.8 per 100 workers**
- **95% of all collective agreement settlements to be achieved without a work stoppage**
- **Complete 1,800 proactive inspections to promote compliance with the *Employment Standards Act, 2000***

MINISTRY ACTIVITIES

Occupational Health and Safety

Prevent Workplace Illness and Injury

The key goal of the Occupational Health and Safety (OHS) program is to reduce or eliminate workplace injury and illness by setting, communicating, and enforcing standards set out in the *Occupational Health and Safety Act (OHSA)* and related regulations. The Ministry works closely with its workplace health and safety system partners on coordinated strategies to improve occupational health and safety across the province.

The *OHSA* imposes duties on workplace parties to minimize the risk of injuries on the job, and provides for enforcement of the law where compliance has not been achieved voluntarily. Ministry of Labour health and safety inspectors have broad powers to enforce the *OHSA*, including to inspect any workplace, investigate any potential hazardous situation and work refusal, order compliance with the Act and related regulations, and they can recommend prosecution to the Ministry's Legal Services Branch.

The foundation of Ontario's approach to occupational health and safety is the workplace Internal Responsibility System. Through this system, employers and workers who are closest to and most familiar with workplace conditions and requirements are responsible for identifying and controlling hazards in their workplaces and preventing injury and illness.

Safe At Work Ontario

In 2011, the Ministry will continue its ***Safe At Work Ontario*** strategy which emphasizes both the safety of Ontario workers and the increased productivity that safe workplaces bring to Ontario's economy. The strategy's foundation is based on the following three pillars:

1) **Enforcement**: The first pillar involves enforcement of the *OHSA* using proactive inspections as the main tool.
2) **Compliance**: The second pillar is focused on compliance and the provision of information to assist workplaces to become compliant.
3) **Partnership**: The third pillar is partnership where the Ministry works closely with stakeholders in development of annual sector-specific enforcement strategies.

The goal of the strategy is to enforce the *OHSA,* while educating workplace parties about the importance of workplace health and safety and lessening the burden of workplace injuries and illnesses on Ontario's health care system. The Ministry's health and safety inspectors work proactively with employers to develop a stronger health and safety culture that protects workers from hazards in the workplace and prevents injuries.

Safe At Work Ontario allows Ministry health and safety inspectors the flexibility to determine which businesses require their attention. Strategic selection is based on a number of factors, such as:

- Injury rates and associated costs
- A company's health and safety compliance history
- The presence of new, young or otherwise vulnerable workers
- Hazards inherent to the business or workplace

Another key component of ***Safe At Work Ontario*** is the implementation of enhanced enforcement activity, or ***Safety Blitzes***. In 2011-12, the Occupational Health and Safety Branch (OHSB) will be leading 13 blitzes. This is the fourth year the Ministry of Labour has conducted enforcement blitzes to raise awareness of common workplace hazards, educate employers and the public on mitigating against these hazards and ensure workplace parties are complying with the *OHSA*. The blitzes have been well received by the Ministry's employer and labour stakeholders.

The ***Safe At Work Ontario*** strategy builds on what the Ministry has learned from previous enforcement activities, integrating an increased level of transparency to the public:

- Sector specific plans are now posted on the Ministry of Labour's website.
- Annual consultations provide an opportunity for stakeholders to shape future strategies and initiatives.
- Videos such as *Fall Hazard Safety in Low Rise Construction*, *Workplace Violence and Harassment*, *Forklift Safety Inspection*, and *Auto Body Repair Shop Safety Inspection* provide insight for employers on inspections.
- All blitz activities are posted on the Ministry of Labour's website in advance and results are posted within 90 days of the end of the blitz.

The program is also involved in protecting Ontarians from workplace violence and harassment. On June 15, 2010 amendments to the *OHSA* came into force. The amendments included new legislation that requires employers to have workplace violence and harassment policies in place and programs to implement those policies. In 2011-12, the Ministry of Labour will continue to help businesses achieve compliance with the legislative requirements using a variety of guidance materials available online. Ontario's health and safety associations also have additional resources available for employers in specific sectors and types of workplaces.

The Occupational Health and Safety program is also focused on health and safety promotion. Some ongoing initiatives that support this priority include the following:

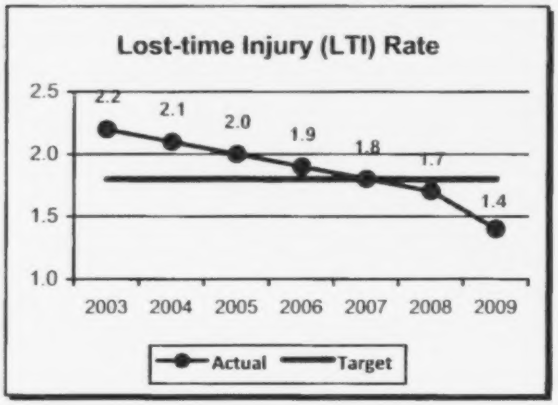
- In November 2010, new web-based tools were launched to help raise awareness on workplace slips, trips, and same level fall hazards.

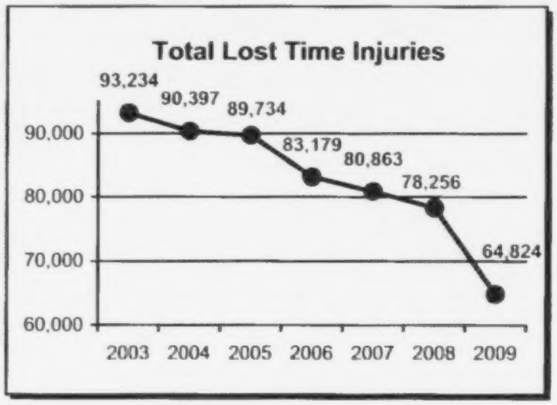
- In January and February 2011, the Ministry held its annual stakeholder consultation sessions to obtain feedback and ideas to improve our occupational health and safety compliance strategy.
- The increased presence of easy to understand communications (such as posters, brochures, newsletters, webinars and videos) will help to increase awareness on workplace hazards.
- The development of more tools for health and safety inspectors will help promote consistency in enforcement.

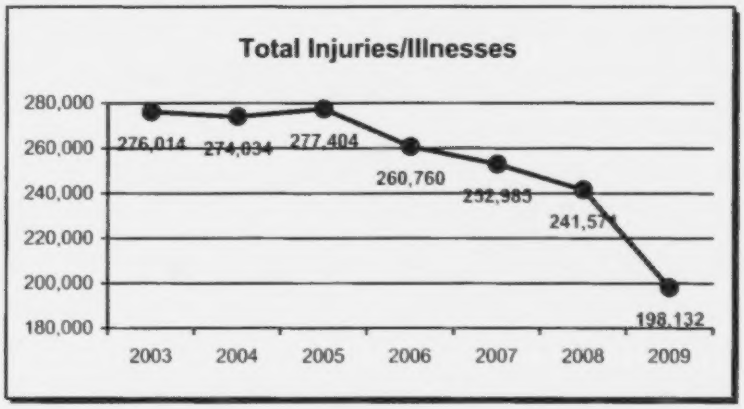
Looking to 2011-12 and onwards, the occupational health and safety program will be focused on raising awareness and publishing more material to support employers in developing and maintaining an effective Internal Responsibility System.

To support the partnership pillar of ***Safe At Work Ontario***, the Ministry of Labour continues to build on its strong partnerships within Ontario's occupational health and safety system partners, including the Workplace Safety and Insurance Board (WSIB), Health and Safety Associations (HSAs), and the Institute for Work and Health (IWH). Ontario's HSAs are currently funded by the WSIB and provide training programs, products and services to the province's employers and workers. Firms with poor health and safety records may be identified for inspection by the Ministry of Labour and engaged by an HSA for health and safety education and training.

Through its efforts and those of its partners, the Ministry of Labour has helped reduce the Lost-Time Injury (LTI) rate in Ontario to 1.4 per 100 workers in 2009, a reduction of more than 30% since 2003. Total injuries, including both lost-time and non lost-time, have also decreased substantially during this period. Further information on Ministry of Labour initiatives to protect workers can be obtained from the Ministry's website.


Lost-time Injury (LTI) Rate


Total Lost Time Injuries



Expert Advisory Panel on Occupational Health and Safety

An Expert Advisory Panel, under the direction of Tony Dean, was established in the spring of 2010 to conduct a comprehensive review of the province's occupational health and safety system. The panel researched best practices that improve workplace safety in national and international jurisdictions and examined a range of issues including:

- Safety practices in a workplace and entry-level safety training
- Impact of the underground economy on health and safety practices
- Legislation and how it serves worker safety

On December 16, 2010, the Minister of Labour received the *Expert Advisory Panel on Occupational Health and Safety Report and Recommendations to the Minister of Labour*. The Ministry has accepted the panel's recommendations and, going forward, will determine how best to implement them. Key recommendations include:

- **New Prevention Organization:** The Ministry of Labour should assume responsibility for the co-ordination of prevention program delivery. This is currently the responsibility of the Workplace Safety and Insurance Board and other partners.
- **New Chief Prevention Officer:** Appoint a Chief Prevention Officer, reporting to the Minister of Labour, to coordinate and align prevention system strategies, priorities and programs, and oversee Ontario's Health and Safety Associations. The officer will report annually to the Minister on the state of the system and work collaboratively with all parts of the Ministry as well as with the Prevention Council to redesign injury prevention systems and integrate them with the Ministry's enforcement mandate.
- **Prevention Council:** The new prevention system should feature an appointed multi-stakeholder Prevention Council. This Council would advise the Chief Prevention Officer and the Ministry with respect to setting strategic priorities and measuring the system's progress. An Interim Prevention Council has been appointed to help implement the key recommendations and the new system structure.

- **Mandatory Basic OHS Awareness Training and Education**: Require mandatory basic health and safety awareness training for all workers, supervisors (free of charge to employers). Improve integration of occupational health and safety training into school and educational programs.
- **Training for High-Hazard Work:** Identify and develop mandatory training requirements for high-hazard work, particularly construction work and work at heights.
- **Internal Responsibility System:** Require mandatory training for workplace health and safety representatives.
- **Better Protection for Vulnerable Workers:** Expedite the resolution of reprisal complaints under the *Occupational Health and Safety Act* (*OHSA*) and improve protection for new workers, youth, recent immigrants and foreign temporary workers through mandatory training, greater availability of multilingual and web-based health and safety resource materials, and the establishment of a committee to advise the minister on issues related to vulnerable workers.
- **Better Support for Small Business:** Improve support for small business by appointing a committee to advise the Minister.

On March 3, 2011 the Minister of Labour introduced Bill 160, which proposes amendments to the *Occupational Health and Safety Act* and the *Workplace Safety and Insurance Act, 1997*. If passed, the Bill would establish a broad framework to allow for the implementation of key recommendations and ensure that the Ministry and its partners are better able to help businesses be compliant with occupational health and safety requirements, while achieving efficiencies and producing better health and safety outcomes for workers.

Employment Rights and Responsibilities

Protect Vulnerable Workers and Support Poverty Reduction

The Ministry of Labour's Employment Rights and Responsibilities program is a key contributor to the creation and maintenance of fair workplaces that promote a competitive business environment through higher productivity, a more engaged workforce, and a level playing field for employers. The program's activities ensure that Ontario employees, including vulnerable workers, are protected by minimum workplace standards and equity in respect to wages and working conditions.

The program works to improve fairness in the workplace through the administration of the *Employment Standards Act, 2000 (ESA)* and its regulations. The program promotes compliance through activities focusing on prevention (education, outreach and partnerships), inspections, investigations and enforcement, encouraging self-reliance through prevention efforts.

Specific services include the provision of information to employers and workers through various sources that explain respective rights and responsibilities under the Act. Much of this information is available in 23 languages. Program services are delivered through regional/field offices, with enforcement staff who investigate and try to resolve employment standards complaints against employers who have not complied with their obligations under the Act. Field staff also conduct inspections of payroll records and workplace practices to enforce and promote compliance.

There are more than 350,000 employers in Ontario who are regulated by the *ESA*. The challenge for the Employment Standards Program is to provide employers and workers with the flexibility they need to develop fair and productive workplaces in an increasingly competitive environment, while maintaining an underlying set of minimum standards. At the same time, the program must focus enforcement activity where it is needed most to ensure the most vulnerable workers are protected.

In delivering its mandate, the Employment Standards program supports Ontario's Poverty Reduction Strategy, which is focused on low-income families, children and youth. The overall goal of the Poverty Reduction Strategy is to break the cycle of poverty through housing support, fair wages and working conditions, community empowerment and improving the success of children in school.

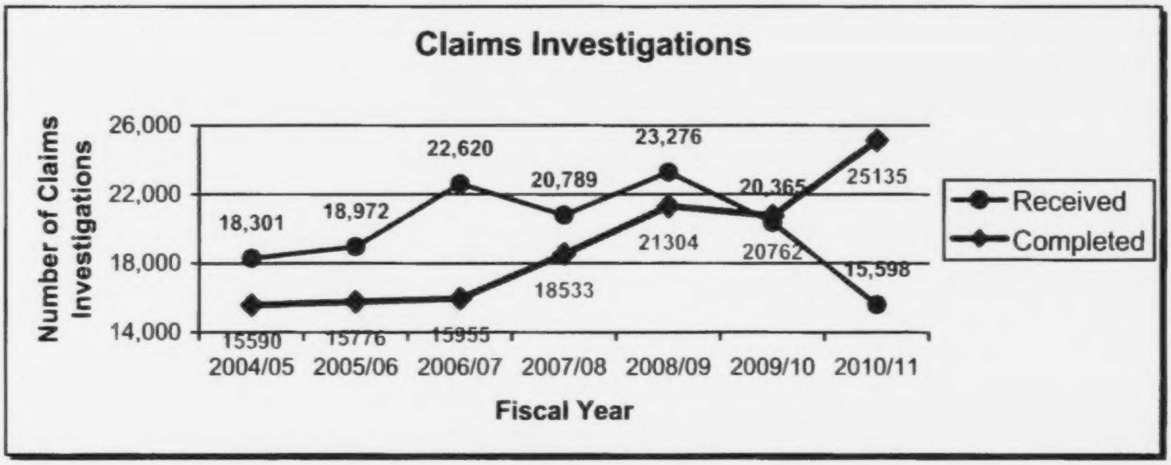
The Employment Standards program is engaged in the following initiatives that support vulnerable workers and the government's Poverty Reduction Strategy.

Employment Standards Modernization

The Employment Standards Modernization strategy aims to establish services that achieve fairness for employees, while helping businesses to be increasingly competitive in the global economy. The key priorities of the long-term strategy are to:

- Address all outstanding Employment Standards claims
- Shorten wait times for new and future claims investigations
- Better assist employers to comply with their obligations through education and awareness:

In 2010, a temporary Task Force was established to work in tandem with the Employment Standards Program to eliminate the backlog of Employment Standards claims and to introduce improvements to the program which will expedite the resolution of claims for Ontario's vulnerable workers. On August 30, 2010 the Task Force became operational and is currently on track to eliminating the claims backlog by March 31, 2012.



The Task Force will continue to undertake changes in 2011-12 that will include expedited processes to resolve claims. Parties are encouraged to enter into voluntary settlements to resolve their disputes. Unresolved claims will be decided through an investigation, if appropriate, or at a facilitated settlement/decision-making meeting. At the same time, changes continue to be introduced that will modernize the program's intake and investigation/decision-making processes to aid in early claims resolution, improved service delivery, shorter wait times, clearer rules and procedures and prevention of a recurrence of the backlog.

Best practices identified by the Task Force and ongoing policy and program design changes will allow the program to shift some resources from claims resolution to focus primarily on workplace inspections, education and outreach, as well as building awareness of the responsibilities of workplace parties. This will assist the Ministry to achieve its compliance goals.

Through the modernization strategies identified above and by providing new, online, interactive tools and multilingual resources to help Ontarians understand their employment rights and responsibilities, the Ministry of Labour is making great strides in advancing fairness in the workplace.

Proactive Inspections

Proactive inspections are an important part of the Ministry's efforts to enforce compliance of the *ESA*. In 2011-12, the Ministry's dedicated inspection team will conduct a minimum of 1,800 proactive inspections and will target repeat violators and high risk sectors.

These proactive inspections will continue with a more focused approach to ensure compliance with legislation during the implementation of the Employment Standards Modernization strategy as the program focuses most of its resources on claims management. Once the claims backlog has been eliminated, resources will be redirected to conduct more proactive inspections. The Ministry's long term plan is to improve employer education and awareness, and through greater compliance, reduce the number of claims.

Education, Outreach and Partnership

The Employment Standards program has developed an education, outreach and partnership campaign for employers across different sectors. The program is also developing supports and services for employers and employees to be more self-reliant in resolving employer-employee issues as they arise. Among these supports are web-based tools available 24/7 that will supplement existing employment standards tools. Customer satisfaction surveys will be attached to all web-based tools.

The Employment Standards Call Centre is available to respond to general queries from employees and employers regarding their rights and responsibilities under the *Employment Standards Act, 2000*. The Centre receives from 30,000 to 35,000 calls per month and provides information in 23 languages.

Open For Business

Through the government's ***Open For Business*** initiative, which is part of the province's ***Open Ontario*** plan, the government is taking steps to support economic growth and foster simpler, better and faster interaction between government and business. The Open for Business Act addresses business priorities while protecting the public interest.

The Ministry of Labour's Open for Business strategy includes the following initiatives:

- *Single Business Number* to reduce the quantity of client numbers that businesses need when dealing with government and the Ministry. A Single Business Number would be linked with the Ontario Business Directory, enabling a Business Number to be assigned to many Ministry of Labour clients through the Canada Revenue Agency (CRA). Many businesses would have a Single Business Number resulting in faster, smarter, streamlined government-to-business services and a modern regulatory system that delivers results for Ontario's businesses while protecting the public.
- A review of laws and regulations to identify outdated or unnecessary legislation, regulations or requirements that should be eliminated.

The Open for Business initiative will transform how service delivery is conducted across every Ministry and organization that interacts with business.

Labour Relations

The Ministry's objective in the area of labour relations is to foster, support and maintain a balanced and stable labour relations environment throughout the Province. Activities in this program involve developing and implementing policies, strategies and services that promote fair, balanced and productive labour relations in Ontario workplaces. The key activity is the effective delivery of neutral dispute resolution and education services to the unionized sectors of the province.

Stable labour relations are critical to the economy as well as to the government's ability to deliver results in its key priorities of health care, education and other public services.

Dispute Resolution

Dispute Resolution Services (DRS) focuses on the settlement of workplace disputes under various employment-related statutes, assists in the settlement of collective agreements, and collects and analyzes collective bargaining information to report on trends in labour relations.

In promoting a stable and constructive labour relations climate, the program helps to foster productive workplace relationships throughout Ontario by making neutral information available to bargaining parties and providing assistance with collective bargaining negotiations that have reached an impasse.

The program continues to support other ministries, the private sector, municipalities and the education and health sectors, by providing mediation and arbitration services, and neutral collective bargaining information. The program is seeking to maintain a settlement rate of 95% or better of collective bargaining disputes resolved without a work stoppage and will continue to provide expert labour relations advice and neutral collective bargaining dispute resolution services to facilitate settlements without a work disruption.

Bargaining during difficult economic periods is an added challenge to parties in trying to achieve a settlement of their collective agreement. As of March 1, 2011, over 1,826 disputes covering more than 95,840 employees require DRS assistance to finalize new collective agreements. In addition, another 2,045 new collective agreements, including 850 new Broader Public Sector (BPS) agreements, covering 321,525 employees will be expiring in 2011-12. As a result, it is expected that the upcoming year will require long bargaining of contentious issues such as the deficit reduction strategy of freezing compensation for two years in the BPS.

In its attempt to look at other models of bargaining and restructuring sectoral bargaining, DRS has commenced a provincial discussion table with the Developmental Services sector and is currently exploring this possibility with Children's Aid agencies.

In addition, DRS is partnering with Ryerson University to organize and host a conference on June 9th and 10th, 2011 on "Collective Bargaining Strategies" for labour relations practitioners.

In 2011-12, DRS will complete the modernization of its technology systems which will enhance DRS client services. This will include the ability to reflect back to the community those indicators that will identify areas that could use more assistance in order to create a better labour relations environment.

Interactive Solutions

DRS's Interactive Solutions program is an initiative that assists participants in improving their relationship with their counterparts through relationship building programs, joint training and facilitation. Training in interest-based approaches builds problem-solving skills, not only for collective bargaining purposes, but also for the day-to-day administration of collective agreements. The objective is to improve relationships between workplace parties which will lead to a more stable labour relations environment with fewer or shorter workplace disputes.

Dispute Resolution Services extended the Interactive Solutions Programs and reintroduced a Grievance Mediation Service using a cost recovery model. This has resulted in twelve different groups of employers and unions mutually agreeing to ask DRS for assistance through this service. Supplemented with several regional workshops that focussed on effective grievance administration and problem-solving, DRS is viewed as a leader in best practices in labour relations. In addition, DRS has facilitated eight various interactive solutions programs including interest-based bargaining facilitation, customized problem-solving programs, and held 5 regional workshops in London, Sudbury, Niagara Falls and Toronto. DRS will continue to offer Grievance Mediation as an informal process for the resolution of workplace disputes, which serves to preserve or enhance relationships between the disputing parties and contributes to a more stable labour relations environment.

In 2011-12, DRS will also work on developing a training package for OPS Managers, encompassing Labour-Management Committee Effectiveness and Collective Agreement Administration, with an OPS focus. DRS will continue to develop workshops for private and public sectors that assist workplaces in meeting the challenges they encounter in these difficult economic times.

Construction Industry

The Construction Industry Joint Advisory Panel (C.I.J.A.P.) held its inaugural meeting in the first quarter of 2010 with a welcome by the Minister of Labour. The Panel's purpose is to bring together senior union and management officials and have them identify and explore emerging issues that are in need of attention. The Panel will attempt to find consensus solutions that contribute to the stability and prosperity of the construction industry in Ontario. To date, the Panel has met on 3 occasions and is scheduled to meet again this spring with the Minister of Labour in attendance.

Ministry Agencies

The Ministry remains committed to supporting the government's priorities of promoting jobs and economic growth in Ontario by contributing to a more competitive economy, poverty reduction and effective supports for the most vulnerable through its Occupational Health and Safety, Employment Rights and Responsibilities, and Labour Relations programs. The work of the Ministry is supported by the following agencies:

Occupational Health and Safety:

Office of the Worker Adviser - The Office of the Worker Adviser (OWA) provides advisory, representation and educational services to non-unionized injured workers and survivors, and represents them before the Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal.

Office of the Employer Adviser - The Office of the Employer Adviser (OEA) provides advisory and educational services to all Ontario employers and representation services primarily to smaller employers, with fewer than 100 employees, with regard to workplace safety insurance matters before the Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal.

Employment Rights and Responsibilities:

The Pay Equity Commission is comprised of the Pay Equity Office and the Pay Equity Hearings Tribunal.

Pay Equity Office - The Pay Equity Office (PEO) administers and enforces Ontario's *Pay Equity Act*, which is intended to eliminate systemic gender discrimination in the compensation of work primarily performed by women. To carry out this mandate, the PEO provides education and advice to employers, employees and bargaining agents in the public and private sectors in achieving and maintaining pay equity in their workplaces. The PEO also investigates complaints, monitors workplaces for compliance, attempts to effect settlements of pay equity issues between the parties and issues Orders for compliance where necessary.

Pay Equity Hearings Tribunal - The Pay Equity Hearings Tribunal (PEHT), a quasi-judicial tri-partite administrative tribunal, is responsible for adjudicating disputes arising under the *Pay Equity Act*.

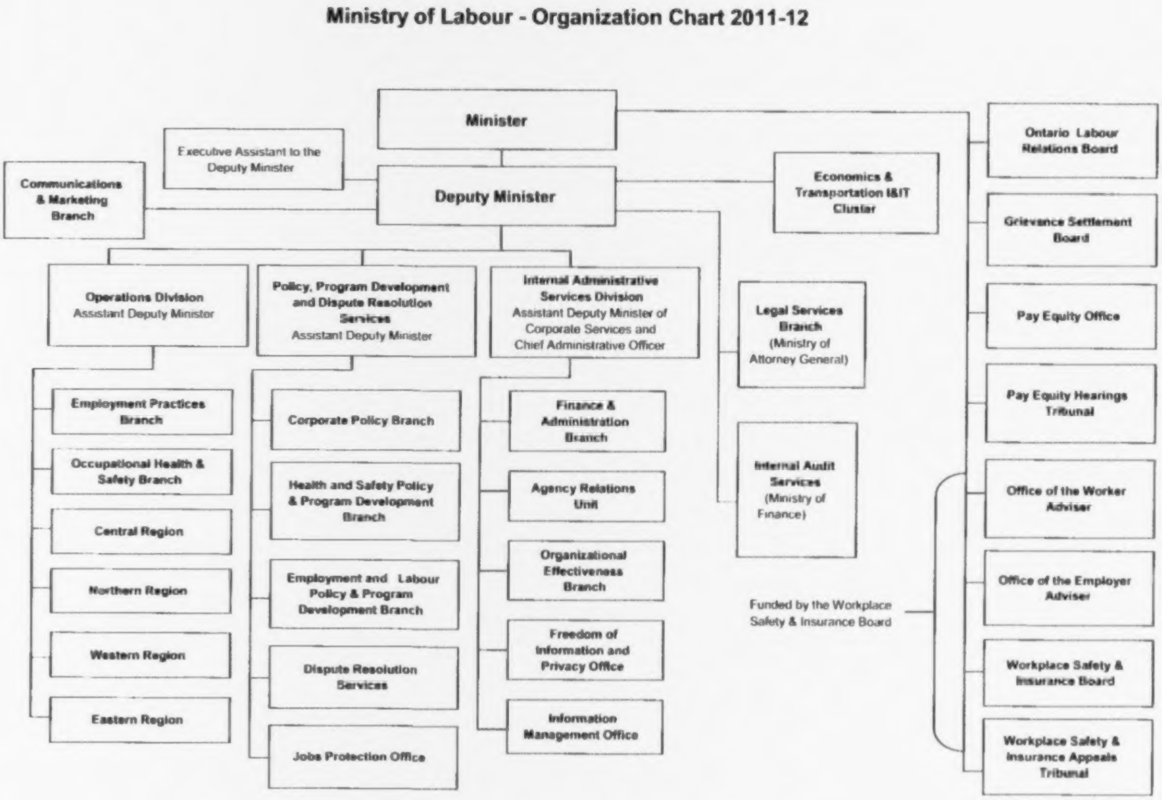
Labour Relations:

Ontario Labour Relations Board - The Ontario Labour Relations Board (OLRB) is an independent, quasi-judicial tribunal which mediates and adjudicates a variety of employment and labour relations-related matters under various Ontario statutes, including appeals of decisions of employment standards officers and occupational health and safety inspectors.

Crown Employees Grievance Settlement Board - The Crown Employees Grievance Settlement Board (GSB) is an independent quasi-judicial tribunal that mediates and adjudicates labour relations rights disputes of Ontario Crown Employees. The GSB also provides financial and administrative services to the Public Service Grievance Board, an agency of the Ministry of Government Services.

Two other agencies, the Workplace Safety and Insurance Board (WSIB) and the Workplace Safety and Insurance Appeals Tribunal (WSIAT), report to the Minister of Labour but are not included in the Ministry's Expenditure Estimates.

Ministry of Labour - Organization Chart 2011-12


Ministry of Labour - Organization Chart 2011-12
Minister
Executive Assistant to the Deputy Minister
Communications & Marketing Branch
Deputy Minister
Economics & Transportation I&IT Cluster
Ontario Labour Relations Board
Grievance Settlement Board
Pay Equity Office
Pay Equity Hearings Tribunal
Office of the Worker Adviser
Office of the Employer Adviser
Workplace Safety & Insurance Board
Workplace Safety & Insurance Appeals Tribunal
Funded by the Workplace Safety & Insurance Board
Operations Division Assistant Deputy Minister
Policy, Program Development and Dispute Resolution Services Assistant Deputy Minister
Internal Administrative Services Division Assistant Deputy Minister of Corporate Services and Chief Administrative Officer
Legal Services Branch (Ministry of Attorney General)
Internal Audit Services (Ministry of Finance)
Employment Practices Branch
Occupational Health & Safety Branch
Central Region
Northern Region
Western Region
Eastern Region
Corporate Policy Branch
Health and Safety Policy & Program Development Branch
Employment and Labour Policy & Program Development Branch
Dispute Resolution Services
Jobs Protection Office
Finance & Administration Branch
Agency Relations Unit
Organizational Effectiveness Branch
Freedom of Information and Privacy Office
Information Management Office

Legislation

ACTS ADMINISTERED BY THE MINISTRY OF LABOUR: 2011-12

Ambulance Services Collective Bargaining Act, 2001

Crown Employees Collective Bargaining Act, 1993

Employment Standards Act, 2000

Employment Protection for Foreign Nationals Act (Live-in Caregivers and Others), 2009

Hospital Labour Disputes Arbitration Act

Labour Relations Act, 1995

Ministry of Labour Act

Occupational Health and Safety Act

Pay Equity Act

Public Sector Dispute Resolution Act, 1997

Public Sector Labour Relations Transition Act, 1997

Regulatory Modernization Act, 2007

Rights of Labour Act

SARS Assistance and Recovery Strategy Act, 2003, Part I (SARS Emergency Leave)

Toronto Transit Commission Labour Disputes Resolution Act, 2011

Workplace Safety and Insurance Act, 1997

THE MINISTRY OF LABOUR ALSO HAS ADMINISTRATIVE RESPONSIBILITIES UNDER THE FOLLOWING ACTS:

Colleges Collective Bargaining Act, 2008

Fire Protection and Prevention Act, 1997, Part IX (Firefighters: Employment and Labour Relations)

Agencies, Boards and Commissions (ABC's)

SUMMARY OF EXPENDITURES: AGENCIES, BOARDS AND COMMISSIONS

VOTE/ITEM		2010-11 INTERIM ACTUAL REVENUE	2010-11 INTERIM ACTUAL EXPENDITURE	2011-12 ESTIMATES
1602-1	Pay Equity Office	0	3,113,000	3,550,500
1602-2	Pay Equity Hearings Tribunal	0	614,100	775,600
1603-1	Ontario Labour Relations Board	420,000	12,638,900	12,896,600
1603-2	Grievance Settlement Board (see note 1)	1,315,000	2,528,200	2,747,900
1604-3	Office of the Worker Adviser (see note 2)	0	11,167,900	11,083,900
1604-4	Office of the Employer Adviser (see note 2)	0	3,427,600	3,720,700

Notes:

1 All costs of the Grievance Settlement Board are fully recovered from government ministries as expenditure recoveries and from crown employers and trade unions as revenue:

	2010-11	2011-12
Recoveries - Government Ministries	1,213,200	1,271,100
Revenue - Crown Employers and Unions	1,315,000	1,476,800
Total Recoverable	2,528,200	2,747,900

2 The amounts shown are gross amounts and are fully recoverable from the Workplace Safety and Insurance Board.

The Workplace Safety and Insurance Board and the Workplace Safety and Insurance Appeals Tribunal report to the Minister of Labour but are not included in the ministry's Expenditure Estimates

MINISTRY FINANCIAL INFORMATION

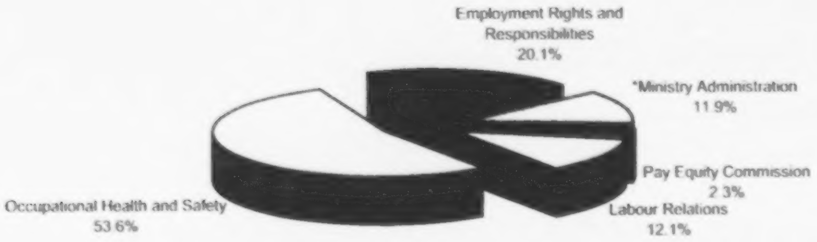
Table 1: Ministry Planned Expenditures 2011-12 ($M)

	Ministry Planned Expenditures ($M) 2011-12
Operating Expense	$190.3
Capital Expense	$0.5

Ministry Planned Expenditures by Program Name 2011-12

Program Name	Ministry Planned Expenditures (Operating Expense) ($M)
Ministry Administration Program	$22.7
Pay Equity Commission Program	$4.3
Labour Relations Program	$23.2
Occupational Health and Safety Program	$101.8
Employment Rights and Responsibilities Program	$38.3

Ministry Allocation of 2011-12 Base Spending ($190.8M)



** Includes Main Office 20.8%; Financial and Administrative Services 13.3%; Organizational Effectiveness 6.0%; Communications Services 14.1%; Legal Services 35.8%; Audit Services 1.1%; and Information Systems 8.9%*

MINISTRY OF LABOUR

Table 2: Operating and Capital Summary by Vote

The Ministry's key activities are: Occupational Health and Safety, Employment Rights and Responsibilities and Labour Relations. In this context, the Ministry provides advice and information to the government on labour and workplace issues; develops policies; sets and enforces standards and legislation; carries out investigations; informs employers and workers about their workplace rights and responsibilities; ensures the provision of assistance in negotiating collective agreements and establishing arbitration boards; assists in building cooperative workplace relationships, and administers, interprets, and applies relevant labour legislation.

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	Change %	Estimates 2010-11 $	Interim Actuals 2010-11 $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	22,682,100	(117,700)	(0.5)%	22,799,800	22,588,300	21,939,935
Pay Equity Commission	4,326,100	(21,000)	(0.5)%	4,347,100	3,727,100	3,685,427
Labour Relations	22,936,800	81,800	0.4%	22,855,000	22,359,900	21,366,823
Occupational Health and Safety	86,354,600	(1,529,200)	(1.7)%	87,883,800	86,550,100	84,383,660
Employment Rights and Responsibilities	38,221,600	(184,800)	(0.5)%	38,406,400	39,562,100	33,337,251
Total Including Special Warrants	174,521,200	(1,770,900)	(1.0)%	176,292,100	174,787,500	164,713,096
Less: Special Warrants	-					
Total Operating and Capital Expense to be voted	**174,521,200**	**(1,770,900)**	**(1.0)%**	**176,292,100**	**174,787,500**	**164,713,096**
Special Warrants	-					
Statutory Appropriations	513,514	238,900	87.0%	274,614	139,600	73,371
Ministry Total Operating and Capital Expense	**175,034,714**	**(1,532,000)**	**(0.9)%**	**176,566,714**	**174,927,100**	**164,786,467**
Operating Expense Adjustment	15,747,900	157,500	1.0%	15,590,400	15,411,600	14,722,005
Total Including Consolidation and Other Adjustments	**190,782,614**	**(1,374,500)**	**(0.7)%**	**192,157,114**	**190,338,700**	**179,508,472**
CAPITAL ASSETS						
Ministry Administration	1,000	0	0.0%	1,000	-	-
Occupational Health and Safety	4,611,400	1,924,900	71.7%	2,686,500	2,375,500	136,652
Total Capital Assets to be Voted	**4,612,400**	**1,924,900**	**71.6%**	**2,687,500**	**2,375,500**	**136,652**

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

In 2010-11, the Ministry of Labour supported the government's priorities of creating a *Strong Economy, a Healthier Ontario* and *Poverty Reduction*, by working to create safe, fair, healthy and stable workplaces. Safer, healthier, more fair and stable workplaces increases productivity, protects vulnerable workers and creates a more competitive economy that will attract jobs and investment to Ontario and generates widespread benefits for all Ontarians.

Key areas of progress in 2010-11

- The Ministry's ***Safe at Work Ontario*** strategy has successfully made workplaces safer and healthier, by working with workplace health and safety partners such as the Workplace Safety and Insurance Board and the Health and Safety Associations to focus on firms with a poor health and safety compliance record.

- The Employment Standards Modernization initiative has worked to protect vulnerable workers and make workplaces fairer through use of proactive employment standards, improvements in employment standards claims management, and enhanced community outreach to ensure everyone knows their rights and responsibilities.

- The Ministry's Labour Relations activities have created and maintained a stable labour relations environment through effective delivery of neutral dispute resolution and education services, to foster increased productivity in workplaces.

Making Workplaces Safer and Healthier

In 2010-11, the Ministry made further progress on its ***Safe at Work Ontario*** strategy with the following achievements:

- Conducting 10 province-wide health and safety blitzes between January 2010 and March 2011 that address various specific hazards across numerous industries including:
    - Construction fall hazards
    - Forklift and lifting devices
    - New and young workers
    - Industrial fall-related hazards
    - Heavy and light equipment
    - Mobile equipment for surfaces and underground mines
    - Musculoskeletal disorders
    - Personal Protective Equipment
    - Conveyor guarding
    - Loading docks

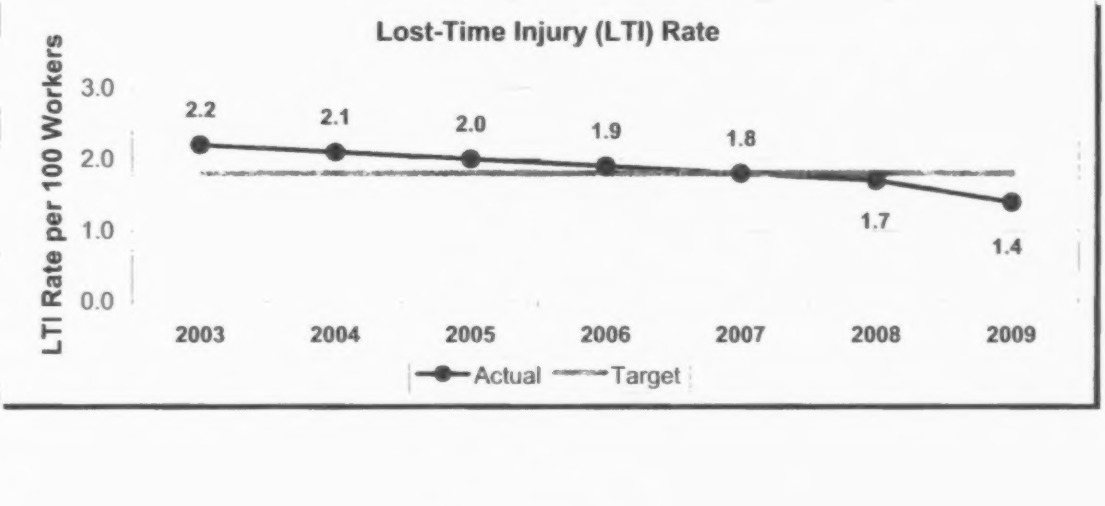
- Carrying out more than 62,400 field visits, visiting over 30,300 workplaces and issuing over 98,500 orders (as of December 31, 2010).

- Continuing to reduce the number of injuries among young workers by providing stakeholders with occupational health and safety tools and resources for young worker safety, such as Young Worker Tip Sheets for parents, employers, supervisors, and young workers; curriculum resources and supports for teachers teaching the health and safety elements in Ontario's elementary and secondary school curricula; and the WorkSmartCampus e-learning tool for post-secondary students.

- Conducting province-wide and regional visits to construction projects in high-risk sectors focusing on workplaces that had higher than average rates of LTIs, chronic violators or serious repeat violators, and paying particular attention to the following matters: falls, use of equipment, occupational illness and disease, "struck by" construction vehicles/equipment and non-construction vehicles, formwork and demolition, siding and outside finishing, masonry, residential, roofing, heavy civil construction, and mill-wrighting and welding.

- Visiting over 2,800 construction sites as part of the 90-day fall hazards blitz, through the ***Safe At Work Ontario*** strategy, during which inspectors found a volume of violations such as missing or inappropriate use of guardrails, scaffolding and fall protection systems, and inadequate supervisor and worker training.

- Achieving a Lost-Time Injury (LTI) rate of 1.4 per 100 workers, exceeding the target of reducing the LTI rate from 1.8 per 100 workers. This is a result of combined efforts of the Ministry of Labour and our system partners – the Workplace Safety and Insurance Board and the Health and Safety Associations.



The Ministry of Labour also modernized many components of health and safety regulation by:

- Enforcing the *Occupational Health and Safety Act* through the ***Safe At Work Ontario*** strategy while educating employers and workers about the importance of workplace health and safety. The strategy is based on three pillars: Enforcement, Compliance and Partnership and is designed to strengthen the workplace health and safety culture, thereby decreasing injuries and employer costs, increasing productivity for Ontario's economy and reducing strain on the health care system.

- Launching a single, dedicated toll-free number (**1-877-202-0008**) which is available 24 hours a day, seven days a week. By calling this number anyone can report anything that appears unsafe at any worksite, work refusals, incidents, critical injuries or fatalities. The public can also call the number with general workplace health and safety inquiries.

- Sponsoring legislation and providing information on how to protect workers from workplace violence and address workplace harassment. *Bill 168, Occupational Health and Safety Amendment Act (Violence and Harassment in the Workplace) 2009*, which came into force on June 15, 2010, amends Ontario's *Occupational Health and Safety Act* to strengthen protection for workers by requiring employers to:
    - Develop workplace violence and workplace harassment policies and programs, and provide information and instruction to workers on the contents of these policies and programs,
    - Assess the risks of workplace violence, and,
    - Take every precaution reasonable under the circumstances to protect a worker at risk of physical injury from domestic violence that may occur in the workplace.

- Developing, implementing and posting online sector-specific enforcement plans on an annual basis. The plans feature each sector's key hazards and health and safety issues specific to workplaces in different economic sectors, outline the enforcement focus for each year and identify planned blitzes.

- Partnering with the Ministry of Revenue, Ministry of Training, Colleges and Universities and the WSIB to launch an Underground Economy Compliance pilot project to test the elements of a compliance framework within the underground economy in Ottawa and York Region.

Expert Advisory Panel on Occupational Health and Safety Recommendations

In December 2010, the Minister of Labour accepted the recommendations of the Expert Advisory Panel on Occupational Health and Safety, which conducted a comprehensive review of the province's occupational health and safety and injury prevention system.

Proposed amendments to the *Occupational Health and Safety Act* and the *Workplace Safety and Insurance Act* were introduced on March 3, 2011 to facilitate the implementation of the panel's recommendations. If passed, the proposed amendments will enhance the province's health and safety system and support better protection for working Ontarians.

- An Interim Prevention Council has been appointed to help the province implement the key recommendations of the panel, including:
  - Creating a new Prevention Organization by transferring responsibility for the co-ordination of prevention program delivery to the Ministry of Labour. This is currently the responsibility of the Workplace Safety and Insurance Board and other partners.
  - Improving protection for vulnerable workers (i.e. new workers, youth, recent immigrants and foreign temporary workers) against employer reprisals for raising health and safety concerns through mandatory training and greater availability of multilingual and web-based health and safety resource materials.
  - Improving support for small businesses by providing greater access to health and safety resources and support.
  - Working collaboratively with the Workplace Safety and Insurance Board, Ontario government ministries, agencies, and the municipal and federal governments to target underground economy activities in the construction industry.

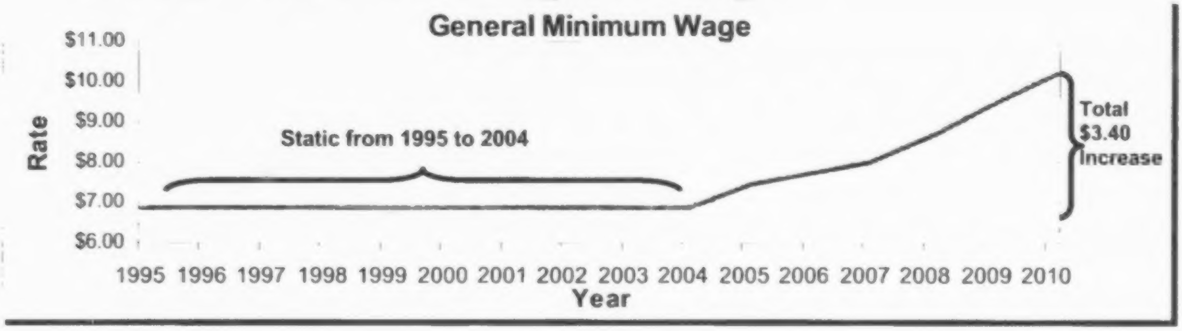
- The new organization would be headed by a new Chief Prevention Officer (CPO) responsible for the prevention of workplace injury and disease in Ontario. The CPO would report to the Minister of Labour on strategic priorities, and provide advice and recommendations on the prevention of workplace injury and occupational diseases.

Protecting Vulnerable Workers and Making Workplaces Fairer

In 2010-11, the Ministry supported the government's ***Poverty Reduction Strategy***, continued to improve service delivery and increased enforcement by:

- Establishing a two-year Employment Standards Task Force to manage and eliminate backlog of employment standards claims, shorten wait times for new and future claims investigation, and better assist employers to comply with their obligations through education and awareness.

- Making changes to the current ES program to improve and expedite the intake, investigation and decision-making processes for new claims.
- Resolving claims faster (over 3,900 claims resolved by the Task Force as of March 31, 2011) and preventing the recurrence of a backlog by centralizing the intake of claims, and using new inspection, education and outreach activities. As of March 31, 2011, the Task Force has closed about 54% of the claims assigned to them.
- A facilitated settlement pilot was completed and will be considered for expansion to the program.
- Maintaining Ontario minimum wage at $10.25 per hour, the second highest provincial minimum wage in Canada. The Ontario minimum wage has increased by 50 percent with annual increases in the last seven years.



- Enhancing information systems to improve e-access and management of claims; reviewing and updating procedures and policies; and developing and implementing data management and reporting processes.
- Creating and making available online a new Before You Start package to support the public with the employment standards claims process.

In 2010-11, the Ministry made further progress in enforcing employment standards by:

- Conducting more than 690 proactive inspections (as of December 2010) of employers in high risk sectors who have a history of non-compliance, or who are suspected of being non-compliant.
- Launching a multi-faceted Employment Standards campaign in January 2011 to reach out to ethnic communities in the province. As part of this campaign, the services of Employment Standards Information Centre were expanded to include service in 23 languages, including English and French.

- Launching "Know Your Rights" and "Filing an Employment Standards Complaint" videos which are available in 8 different languages in addition to English and French.

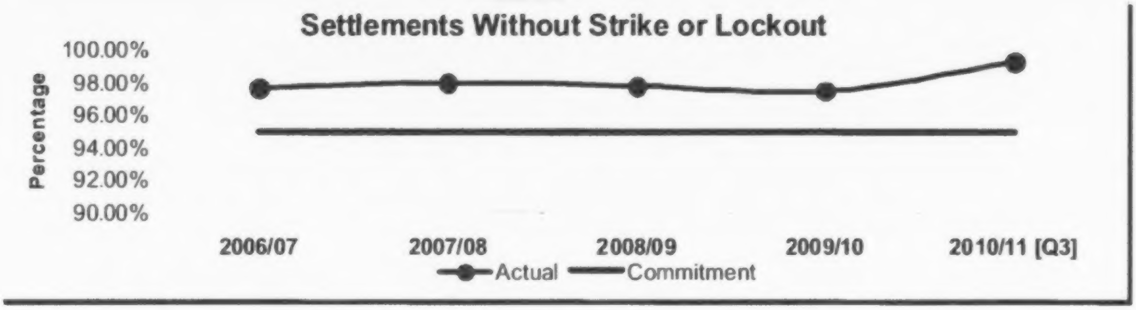
- Expanding protection for some of the province's most vulnerable workers with the Multilingual Ethnic Awareness Campaign that included running advertisements in 59 ethnic news publications, distributing colour posters in 23 languages to 71 organizations that deal with immigrant worker issues, sending information bulletins to nearly 150 ethnic news and trade publications. The posters are also available free of charge from the Ministry website.

- Facilitating faster resolution of employment standards claims, improving service delivery and supporting the modernization agenda as a result of amendments made to the *Employment Standards Act, 2000* through the *Open for Business Act, 2010* which came into effect on January 19, 2011. The changes to the ESA include:
    - Allowing the Director of Employment Standards to require claimants to take specified steps before an employment standards claim is assigned for investigation. Such steps could include requiring that claimants inform their employer of the alleged claim and the amount of wages claimed (if any) before the claim is assigned to an employment standards officer for investigation. The Director of Employment Standards has the discretion to make exceptions to this requirement;
    - Permitting a Ministry of Labour Employment Standards Officer, Labour Relations Officer, or Dispute Resolution Services representative to attempt to facilitate settlement of employment standards claims; and
    - Giving Employment Standards Officers the explicit legislative authority to make decisions based on the best information available, regarding whether an employer has contravened or is contravening the Act in situations where a party fails to attend a meeting or fails to bring or make available records or documents requested by the officer.

Creating and maintaining a stable labour relations environment

In 2010-11, the Ministry continued to promoted fair, balanced and productive labour relations in Ontario workplaces by:

- Providing neutral dispute resolution services in the negotiation of collective agreements, resulting in a settlement rate of 99.3 per cent without a without a work stoppage (as of January 31, 2011), continuing to surpass the target rate of 95 per cent.



In 2010-11, the Ministry continued to provide effective delivery of neutral dispute resolution and education services to the unionized sectors of the province by:

- Working with the broader public sector, the construction industry and the retail sector during a difficult economic period in regard to labour relations best practices.
- Supporting other ministries, the private sector, municipalities and the education and health sectors, by providing mediation and arbitration services, neutral collective bargaining information, and by assisting parties through its Interactive Solutions programs.
- More than 4,000 collective agreements expired in 2010-11, mostly concentrated in construction, healthcare, social services, and municipal administration and various utilities. The construction industry, which accounted for more than half of all collective bargaining in 2010-11 with more than 2,440 requests for conciliation.
- The top sectors of expiring collective agreements for 2010-11 were Health and Social Services, Municipal, Communications, Education, Construction, Utilities, Retail, and Accommodation and Food Services.
- DRS had a very successful construction bargaining round with only 1 work stoppage.

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	$190.3M
Capital	$0.1M
Staff Strength (as of March 31, 2011)	1,481

Ontario

Published Result-based Plan 2011-12

Office of the Lieutenant Governor

ISSN # 1718-7176

Ce document est disponible en français

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OVERVIEW

Her Majesty Queen Elizabeth II, Queen of Canada, is the Head of State, represented in Ontario by the Lieutenant Governor. The Lieutenant Governor is empowered with the constitutional and representational responsibilities of the Crown in the Province.

The Governor General-in-Council appoints the Lieutenant Governors and their salaries are paid by the Federal Government. The Provincial Government provides support to the Lieutenant Governor, with some limited financial resources for hospitality and travelling throughout Ontario also available from the federal government.

The role of the Lieutenant Governor consists of several key responsibilities including representing the Crown in Ontario, supporting community initiatives, recognizing excellence and demonstrating public leadership.

DESCRIPTION

The Queen of Canada, Her Majesty Queen Elizabeth II, is the Head of State, represented in Ontario by the Lieutenant Governor. The Lieutenant Governor is empowered with the constitutional and representational responsibilities of the Crown in the Province.

The program provides the services required by the Lieutenant Governor in performing his constitutional, representational and community duties. In his constitutional role, the Lieutenant Governor represents the Queen, appoints the Premier based on majority support, swears-in the Executive Council, outlines the Government's plans in the Speech from the Throne, provides the Royal Assent needed for bills to become law, approves orders-in-council and appointments recommended by Cabinet, and prorogues or dissolves each session of Parliament.

In his community role, the Lieutenant Governor represents the people of Ontario and acts as the Province's official host, welcoming world leaders and diplomats. He annually hosts or attends hundreds of community events throughout Ontario. He promotes themes or issues associated with accessibility for people with visible and invisible disabilities, as well as enhancing literacy opportunities for Aboriginal youth. He presents honours and awards to outstanding Ontarians and, on request, sends messages for special celebrations and congratulations for birthdays of 90 years and over, and for wedding anniversaries of 50 years and over.

MAJOR FUNCTIONS

Representing the Crown in Ontario:

- Ensures that the democratic will of Ontarians and their elected representatives are respected by performing various roles such as summoning the Legislative Assembly to meet, outlining the Government's legislative plans in the Speech from the Throne, providing Royal Assent to Bills to signify that they have completed all the necessary parliamentary steps required to enable them to become law, proroguing (ending a sitting) of the Assembly, and dissolving the Legislative Assembly that results in a provincial election.

- Appoints the Premier by determining which party has the support of the Legislative Assembly and officiates at the swearing-in of Ministers who are nominated by the Premier. The Lieutenant Governor also accepts the resignation of an outgoing Premier and ensures that the will of the elected Legislative Assembly is respected in the event when a Government has lost the support of the House or the electorate. The Lieutenant Governor also has the responsibility to ensure that there is a Premier and Government in the event of

- parliamentary stalemate and that the unwritten constitutional conventions of responsible parliamentary government are respected.

- Welcomes The Queen and members of Canada's and other countries' Royal Families, world leaders and their diplomatic representatives (High Commissioners, Ambassadors and Consuls-General), and acts as their official host, thereby providing opportunities for them to gain an appreciation of Canada, the province and its people. This is done with the assistance of the Office of International Relations and Protocol in the Ministry of Intergovernmental Affairs.

- Approves decisions of the Executive Council (i.e., the Cabinet) and appointments to give them the force of law, as well as approving other official documents, thus signifying the end of an approval process started in various Ministries. In so doing, the Lieutenant Governor acts on the advice of elected officials but can exercise the right to be consulted, to encourage, to advise and caution.

- In 2010 the Lieutenant Governor approved 1795 Orders-in-Council and 371 Regulations, 561 Great Seal documents (Letters patents and Lease Letters patent issued under the Public Lands Act and Mining Act), 62 Proclamations, 45 Minister and Parliamentary Assistant Appointment Certificates, 54 Deputy Minister, Minister, Justices of the Peace, OPP Appointment Certificates, and gave Royal Assent 5 times for a total of 27 Bills plus an additional 9 Private Bills.

Supporting Community Initiatives:

- Acts as a host for events in the life of the people of Ontario, which are held at Queen's Park and attends events, which are organized by diverse community, educational, volunteer, business and other groups throughout the province. The Lieutenant Governor annually undertakes a large number of events in order to fulfil his role as The Queen's representative.

- Represents the people of Ontario and the characteristics of the province, rather than the policies of the government of the day, and provides leadership by lending the dignity of the office to worthwhile causes.

When the Lieutenant Governor was appointed The Queen's representative in Ontario, his concern for people with disabilities became front-page news. And when he was installed on September 5th, 2007, Ontario's 28th Lieutenant Governor became a highly placed champion for accessibility.

In his installation speech he defined accessibility as "that which enables a person to achieve their full potential". As such, the Lieutenant Governor is promoting themes associated with visible/invisible, socio-economic and equity aspects of accessibility.

He will focus attention on accessibility for persons with visible and non-visible disabilities, as well as socio-economic accessibility to employment opportunities so that all people will be able to fulfil their personal and professional aspirations.

The Lieutenant Governor is continuing the four Aboriginal Literacy Programs (the book drives, school twinning programs, summer reading camps and "Club Amick" book program) that were established by his predecessor for the fly-in First Nation communities of Ontario's far north. His Honour also announced that he will be building on these existing programs by initiating a computer literacy program for these same communities.

Since 1888, Ontario Lieutenant Governors have granted patronage to notable provincial organizations. The current Lieutenant Governor is continuing this tradition by lending his support to a wide range of non-profit organizations as their Honorary Patron. This broadly based patronage reflects his wish to celebrate the contributions of all Ontarians, including those with disabilities.

Recognizing Excellence:

- Presents Orders, Decorations, Medals and Awards to outstanding Ontarians in cooperation with the Ministry of Citizenship and Immigration. The Lieutenant Governor presents the Order of Ontario; the Ontario Medals for Good Citizenship, for Police Bravery, for Firefighter Bravery and for Young Volunteers; the Lincoln M. Alexander Award; the Senior Achievement Awards and Community Action Awards.

- Presents national honours on the request of the Governor General, as well as other awards on behalf of many organizations throughout the province.

Demonstrating Public Leadership:

- Provides leadership in the community through lending the dignity and prestige of the Lieutenant Governor's Office to worthwhile causes and through conferring vice-regal patronage to events, initiatives and more than 90 organizations.

- Congratulates Ontario residents and their organizations on important occasions, sends greetings to mark birthdays, anniversaries, conferences and special events as well as messages of sympathy on behalf of all citizens.

- Represents the people of Ontario and the characteristics of the province, rather than the policies of the government of the day.

- Under section 67 of the Constitution Act, 1867, if the Lieutenant Governor is absent from the province, is ill, or otherwise unable to perform his constitutional responsibilities, the Administrator of the Government executes his office and functions. The Governor General-in-Council appoints the Administrator. The Chief Justice of Ontario, by tradition, holds a standing appointment as the Administrator, assisted from time to time by the Chief and Associate Chief Justices of the Ontario Court.

STAFFING SUMMARY

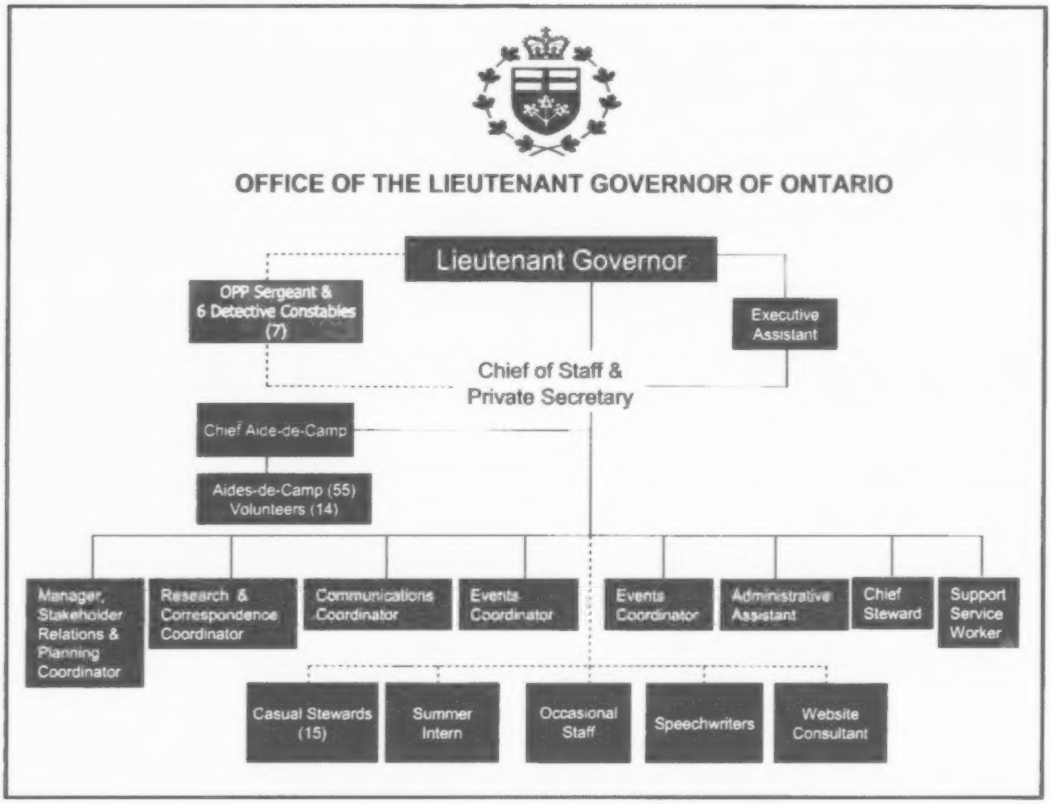
The Office of the Lieutenant Governor is located at Queen's Park and is resourced for nine and one half (9.5) full time equivalents. The Office coordinates, supports and promotes the activities of His Honour in undertaking his constitutional, ceremonial, social and community activities. The Office also arranges for and supports the Administrator of the Government, when necessary.

The Chief of Staff, and Private Secretary to the Lieutenant Governor, reports to the Lieutenant Governor. The other nine staff members report to the Chief of Staff. An organizational chart is included on the following page.

More than 60 volunteers, including military, police and civilian Aides-de-Camp, also assist the Lieutenant Governor. Each year, volunteers contribute more than 4,000 hours (more than two full time equivalents) to a variety of functions including accompanying His Honour to community events throughout Ontario, assisting during events hosted by the Lieutenant Governor at Queen's Park; and helping with correspondence, mailings and archiving of official documents.

In addition, the Office is supported with summer interns from various non-profit organizations to complement the resources provided by the Government.

ORGANIZATIONAL CHART


OFFICE OF THE LIEUTENANT GOVERNOR OF ONTARIO
Lieutenant Governor
OPP Sergeant & 6 Detective Constables (7)
Executive Assistant
Chief of Staff & Private Secretary
Chief Aide-de-Camp
Aides-de-Camp (55) Volunteers (14)
Manager, Stakeholder Relations & Planning Coordinator
Research & Correspondence Coordinator
Communications Coordinator
Events Coordinator
Events Coordinator
Administrative Assistant
Chief Steward
Support Service Worker
Casual Stewards (15)
Summer Intern
Occasional Staff
Speechwriters
Website Consultant

LEGISLATION

The *Constitution Act, 1867*, as well as Federal and Provincial legislation directly governs the operation of the Office of the Lieutenant Governor. The Ontario Provincial legislation applying to this office is the *Lieutenant Governor Act.*

Lieutenant Governor Act
R.S.O. 1990, Chapter L.13

Powers vested in Lieutenant Governor

1. In matters within the jurisdiction of the Legislature, all powers, authorities and functions that, in respect of like matters, were vested in or exercisable by the governors or lieutenant governors of the several provinces now forming part of Canada or any of the provinces, under commissions, instructions or otherwise, at or before the passing of the *Constitution Act, 1867*, are, so far as the Legislature has power thus to enact, vested in and exercisable by the Lieutenant Governor or Administrator for the time being of the Province of Ontario, in the name of Her Majesty or otherwise as the case requires, subject always to the Royal Prerogative as heretofore. R.S.O. 1990, c. L.13, s. 1.

Power to remit sentences

2. Section 1 shall be deemed to include the power of commuting and remitting sentences for offences against the laws of Ontario or offences over which the legislative authority of the Province of Ontario extends. R.S.O. 1990, c. L.13, s. 2.

Lieutenant Governor a corporation sole

3. The Lieutenant Governor for the time being is a corporation sole, and all bonds, recognizances and other instruments by law required to be taken to the Lieutenant Governor in his or her public capacity shall be taken to him or her by the name of the office of Lieutenant Governor, and may be sued for and recovered by him or her by the name of the office of Lieutenant Governor, and the same shall not in any case go to or vest in the personal representatives of the Lieutenant Governor during whose government the same were so taken. R.S.O. 1990, c. L.13, s. 3.

Power to appoint deputies for certain purposes

4. The Lieutenant Governor may, with the advice and consent of the Executive Council, from time to time appoint any person or persons, jointly or severally, to be his or her deputy or deputies for Ontario or any part or parts thereof, for the purpose of executing marriage licences, money warrants and commissions under any Act of the Legislature. R.S.O. 1990, c. L.13, s. 4.

FINANCIAL INFORMATION

Planned Expenditures 2011-12

The Queen of Canada, Her Majesty Queen Elizabeth II, is the Head of State, represented in Ontario by the Lieutenant Governor.

The Lieutenant Governor, the nominal Head of State at the provincial level, is empowered with the constitutional and representational responsibilities of the Crown in the Province.

Table 1: Planned Expenditures 2011-12

	Planned Expenditures 2011-12
Operating	1,359,100
Capital	N/A

Financial Summary by Vote

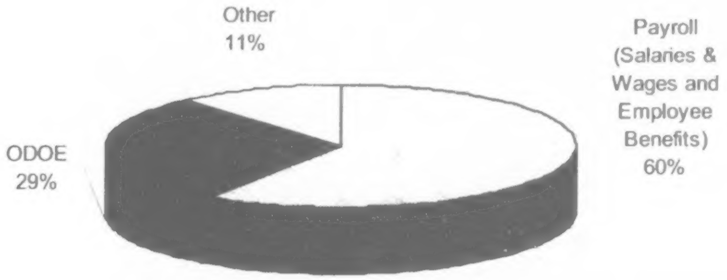
Table 2: Operating Summary by Vote

Vote	2011-12 Estimates	Change From 2010-11 Estimates		2010-11 Estimates	2010-11 Interim Actuals	2009-10 Actuals
	$	$	%	$	$	$
Operating Expense						
Office of the Lieutenant Governor	1,359,100	(900)	(0.1%)	1,360,000	1,282,400	1,215,543
Total to be voted	**1,359,100**	**(900)**	**(0.1%)**	**1,360,000**	**1,282,400**	**1,215,543**
Total Operating	**1,359,100**	**(900)**	**(0.1%)**	**1,360,000**	**1,282,400**	**1,215,543**

Financial Summary by Standard Account - Operating

Table 3: Summary by Standard Account

Standard Account	2011-12 Estimates	Change From 2010-11 Estimates		2010-11 Estimates	2010-11 Interim Actuals	2009-10 Actuals
	$	$	%	$	$	$
Salaries and Wages	722,600	-	0.0%	722,600	741,200	682,845
Employee Banefits	84,000	-	0.0%	84,000	68,400	76,513
Transportaion and communication	92,100	-	0.0%	92,100	55,200	47,773
Services	267,100	(900)	(0.3%)	268,000	197,700	187,049
Supplies and equipment	37,500	-	0.0%	37,500	64,100	100,563
Other transactions - Discretionary allowance	155,800	-	0.0%	155,800	155,800	120,800
Total	**1,359,100**	**(900)**	**(0.1%)**	**1,360,000**	**1,282,400**	**1,215,543**



Reconciliation Statement

Table 4: Reconciliation to Previously Published Data

OPERATING EXPENSE	2010-11 Estimates	2009-10 Actual
	$	$
Total Operating Expense previously published	1,360,000	1,215,543
Restated Total Operating Expense	1,360,000	1,215,543

Ministry Interim Actual Expenditures 2010-11

Operating	1,282,400
Capital	0.0
Staff Strength (As of March 31, 2011)	8

Municipal Affairs and Housing

Ontario

Published Results-Based Plan 2011-12

Ministry of Municipal Affairs and Housing

ISSN #1718-6854

Ce document est disponible en français

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Ontario

Ministry Overview

Ministry Vision

Safe and strong communities with abundant green space, economies that are thriving and prosperous, and a range of housing choices.

The Ministry of Municipal Affairs and Housing works in partnership with municipalities and a variety of stakeholders, such as the housing and building sectors, to help realize this vision. The Ministry works horizontally with other Ontario ministries, and co-operatively with the federal and municipal governments, to develop greater harmonization and consistency in policy direction and outcomes, streamline services, reduce regulatory burdens, and facilitate greater cooperation among all governments.

Mandate

The Ministry operates within a dynamic and changing environment that is responsive to the government's agenda as well as municipal, stakeholder, and public needs. Our work is shaped by our legislative mandated government priorities, and cross-cutting issues such as emergency management and Aboriginal affairs.

The Ministry's major areas of responsibility, service and program delivery include:

- developing and administering the policy and regulatory frameworks for local government, land use planning, residential tenancy, affordable and social housing, and building regulation
- delivering land use planning services under the *Planning Act and Places to Grow Act* along with the "Growth Plan for the Greater Golden Horseshoe", and the Provincial Policy Statement
- developing, funding and administering programs in support of social and affordable housing, including administration of the Canada-Ontario Affordable Housing Program
- working to ensure that Ontario Government policies and programs which impact municipalities are developed in accordance with Provincial responsibilities under the Memorandum of Understanding with the Association of Municipalities of Ontario and the Cooperation and Consultation Agreement with the City of Toronto
- supporting other ministries on such government priorities as source water protection, greenhouse gas reduction, energy and water conservation, the proposed Northern Growth Plan and brownfield development
- leading a one-table approach across provincial ministries to provide communities and industries with timely access to provincial economic policies, programs and services

- managing the provincial-municipal relationship including Ontario's approach to an evolving federal-provincial-municipal relationship
- acting as a centre of expertise and providing advice, education and training on a regional basis for municipalities and other stakeholders; and
- developing and administering disaster and emergency recovery and other transfer payment programs to assist communities and individuals, and other programs in support of community development, municipal governance and accountability

Priorities and Results

The Ministry has four strategic outcomes:

1. **Prosperous Communities**
   Communities are investment ready, resilient and adaptive – Ontario communities have the capacity to respond to emerging economic opportunities and are investment ready.
2. **Sustainable Communities**
   Sustainable growth and enhanced quality of life – Ontario communities are well planned, have a safe and accessible built environment and a range of housing options to support a high quality of life for all.
3. **Strong Local Government**
   Effective and responsive local government – Local governments have the tools to support the development of solutions to meet local needs.
4. **Organizational Excellence**
   Effective and responsive public services – Ministry of Municipal Affairs and Housing (MMAH) is a leader in public service delivery, an employer of choice and a model of organization excellence.

What follows are the further details of the Ministry's achievements in these four strategic outcomes in 2010-11, as well as the Ministry's planned activities for 2011-12.

Ministry Activities and Highlights of Achievements

1. Prosperous Communities

The Ministry works to ensure Ontario communities have the capacity to respond to emerging economic opportunities and are investment ready through the following actions:

- deliver responsive policies and programs that build community investment capacity and ability
- facilitate discussions with the Federal government on municipal infrastructure and capacity
- ensure successful delivery of recent Federal and Provincial investments in social and affordable housing
- promote inter-ministerial and inter-municipal collaboration to address community development challenges
- enable a co-ordinated Provincial response to community and business inquires regarding Provincial programs and services
- streamline Ministry's services and regulatory requirements to business
- promote a healthy rental market
- help foster new partnerships among municipalities and Aboriginal communities

One characteristic of a healthy rental market is viable tenant protection. In 2008-09, the Ministry introduced a new performance measure designed to indicate levels of tenant protection: the percentage of complaints resolved through intervention. Intervention results in changed behaviour leading to compliance with the provisions of the *Act*, such as vital services (gas, fuel, electricity, heat, hot and cold water) being restored, tenants being allowed back into their units and landlords being granted access to units to carry out repairs or to show their units to prospective tenants or buyers. In total, there are 40 core offences under the *Residential Tenancies Act, 2006.*

Table 1 shows the percentage of complaints resolved in 2010-11 through education and intervention. Results for 2010-11 are final.

Table 1: Percentage of complaints under the *Residential Tenancies Act* resolved through education and intervention

Statement of result:

The targeted result for 2010-11 was 85% and is expected to be at least 90% from 2011-12 to 2014-15. This shows that there is a fair and effective process for the resolution of complaints for alleged offences by tenants and landlords under the *Residential Tenancies Act, 2006* through effective intervention and education by the Ministry.

Resolution of complaints at the intervention stage removes the need to proceed to further investigation and possibly prosecution of alleged offenders.

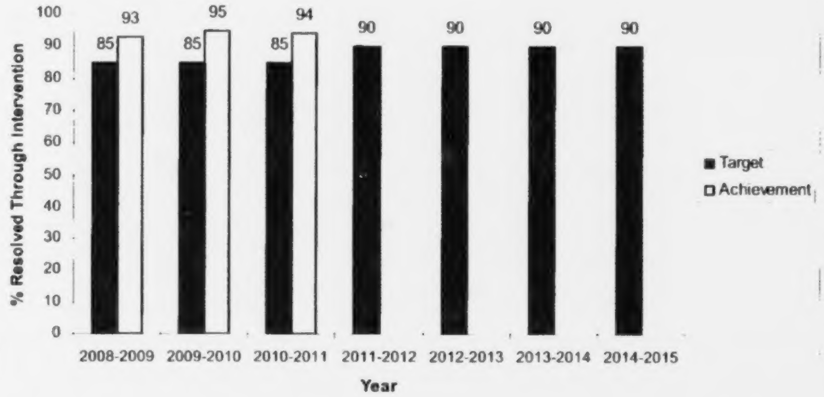


Table 2 provides a summary of the number of units which have benefited from economic stimulus funding under the Social Housing Renovation and Retrofit program (SHRRP). Results for 2010-11 are interim with final results available in June 2011.

Table 2: Total number of existing units benefiting under the Social Housing Renovation and Retrofit Program two year stimulus fund

Statement of result:

Over two years, 50,000 units were to benefit from this program. This is a two year target with no set target in year one. Social Housing Renovation and Retrofit Program has exceeded targeted repairs benefiting 134,502 units in year 1 and 49,153 units in year 2 for a total of 183,655 units.

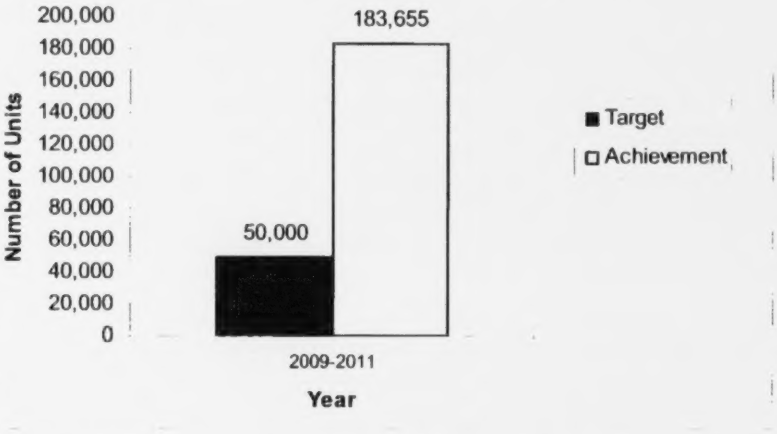


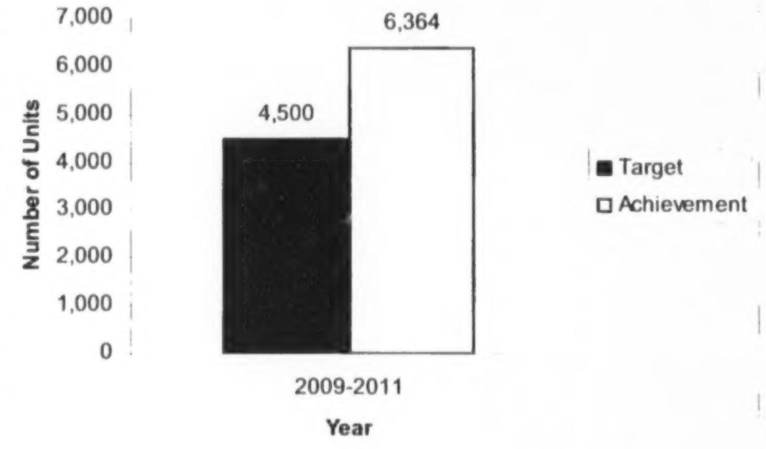
Table 3 provides a summary of the number of affordable housing projects assisted under the Affordable Housing Program extension (2009), a two year economic stimulus initiative.

Table 3: Total number of Affordable Housing units assisted under the Affordable Housing Program Extension (2009) two-year stimulus fund [Including Low-Income Seniors (LIS) and Persons with Disabilities (PWD)]

Statement of result:

4,500 units were the initial target of units to benefit from this program over two years.

A total of 2,646 units were assisted in year 1 and as of January 28, 2011, 3,718 units have been assisted for year 2, resulting in a total of 6,364 units over two years.



In 2011-12, Municipal Affairs and Housing plans to undertake the following activities to achieve prosperous communities:

- lead the multi-ministry economic transformation teams that provide communities and industries with timely, coordinated access to Provincial economic policies, programs and services
- in northern Ontario, align work of these inter-ministerial teams with the implementation of the proposed Northern Growth Plan
- enable communities to be more investment-ready by monitoring, advising and providing education and training
- build strong relations and partnerships with the municipal sector to promote government-to-government relations and encourage municipal participation in transforming Ontario's economy
- support continued efforts related to the Provincial-Municipal Fiscal and Service Delivery Review
- work with Municipalities to ensure that they have up-to-date official plans to implement Provincial growth plans, promote sustainability and help position municipalities to be investment-ready

- continue to partner with Aboriginal communities to address housing requirements identified by off-reserve Aboriginal communities, e.g. home repair, new rental, supportive/transitional and homeownership

2. Sustainable Communities

The Ministry works to ensure Ontario communities are well planned, have a safe and accessible built environment and a range of housing options to support a high quality of life for all, through the following actions:

- implement the Ontario's Long Term Affordable Housing Strategy that is innovative and within the government's fiscal objectives. It will transform the way housing and homelessness services are delivered with a series of specific and inter-related initiatives. These initiatives will collectively result in a more efficient and effective housing system with improved client services
- maintain and enhance the Greater Golden Horseshoe Greenbelt
- continue to support the implementation of the Greenbelt Plan and those municipalities who wish to grow the greenbelt in their areas
- "Green" the *Ontario Building Code* and enhance the code to ensure safe, accessible, sustainable buildings and a barrier-free built environment
- promote policies that encourage green energy, green building, natural heritage protection and sustainable development that contribute to achieving the government's greenhouse gas reduction targets
- develop and implement green housing initiatives and programs
- support other Ministries on such government priorities as source water protection, greenhouse gas reduction, energy and water conservation, the proposed Northern Growth Plan and brownfield development
- promote community planning and design that encourages healthy, active living
- enhance disaster mitigation programs and delivering timely disaster assistance by providing inter-Ministry leadership and developing policies, programs and initiatives to enhance Provincial and Municipal capacity to recover from major disasters
- lead the government's one-table coordinated approach to providing communities and industries with timely access to Provincial economic policies, programs and services
- deliver an enhanced one-window planning service to municipalities that is accessible, transparent and collaborative to encourage efficient and effective land-use patterns and development that balance environmental, economic, social and cultural values

- provide advice and technical assistance to municipalities to ensure that they have current official plans, contributing to sustainable development and community prosperity
- assist with municipal implementation of Provincial plans, policies and legislation and increase levels of municipal consultation and engagement with Aboriginal Peoples
- continue to support the development and delivery of the off-reserve Aboriginal Housing Trust components
- continue negotiations with the Federal government on housing program extensions for the years 2011-2014 through both bilateral and Provincial and Territorial discussions, as well as long-term funding through a National Housing Framework
- deliver education and training to municipalities on land-use planning tools, initiatives, policies and legislation to empower municipalities to increase local decision making on land-use planning matters
- administer the *Social Housing Reform Act*, the *Residential Tenancies Act*, the *Ontario Mortgage and Housing Corporation Act,* and Federal-Provincial Social Housing and Affordable Housing Agreements
- under the Affordable Housing Program (2005), over 15,000 affordable housing units and over 3,700 housing allowances are available to Ontarians across the Province
- in 2010, the Ministry continued to implement the Affordable Housing Program (AHP) Extension (2009) and the Social Housing Renovation and Retrofit Program – two-year economic stimulus programs that represent a combined $1.2 billion investment in affordable housing
    - in year 1 of the AHP Extension (2009), over 2,600 affordable housing were approved; and as of January 28, 2011, in year 2 (2010-11), over 3,700 affordable housing units have been approved
    - in year 1 of the Social Housing Renovation and Retrofit Program (SHRRP), over 134,000 social housing units have benefited from funding for repairs and renovation; and in year 2 (2010-11), an additional 49,000 social housing units have benefited
    - in total, over 6,300 affordable housing units have been approved under the Affordable Housing Program Extension (2009) and over 180,000 social housing units will have been repaired under the Social Housing Renovation and Retrofit Program over two years
    - in total, over 4,500 affordable housing units were initially targeted to be approved under the Affordable Housing Program Extension (2009) and over 50,000 social housing units were targeted to be repaired under the Social Housing Renovation and Retrofit Program over two years
- under the Rental Opportunity for Ontario Families program, 21,000 working households with families have received housing allowances to help them pay rent

- beginning in January 2011, approximately 8,000 low-income rental households began to benefit from the Short-Term Rent Support Program (STRSP), which ends in 2012-13
- as part of the Poverty Reduction Strategy, the Ministry has stabilized the Rent Bank Program funding at $5 million per year. To date, the Rent Bank has helped over 23,800 Ontario families stay in their homes
- since 2005, the Friends of the Greenbelt Foundation has provided grants and leveraged outside funding, resulting in over $76 million for the farming and environmental sectors. The government will invest $20 million in the Friends of the Greenbelt Foundation to enable it to leverage further investment and continue to promote agriculture, tourism and environmental integrity in Ontario's Greenbelt

Table 4 provides a summary of the households assisted through the Ministry's rental assistance programs. These include the Affordable Housing Program - Housing Allowance / Rent Supplement component, Rental Opportunity for Ontario Families, Provincial Rent Bank, Strong Communities Rent Supplement Program, and the Short-Term Rent Support Program. The results for 2010-11 are interim with final results available in June 2011.

Table 4: Total number of households in need assisted through MMAH housing programs

Statement of result:

The result shows the Ministry's ability to assist in low-income households through the 2005 Federal-Provincial Affordable Housing Program (AHP) and various rent supplement programs.

More households were assisted in 2008-09 and fewer households assisted in 2009-10 than originally planned, assisting households in need earlier than originally anticipated. The 2005 AHP ended March 31, 2010.

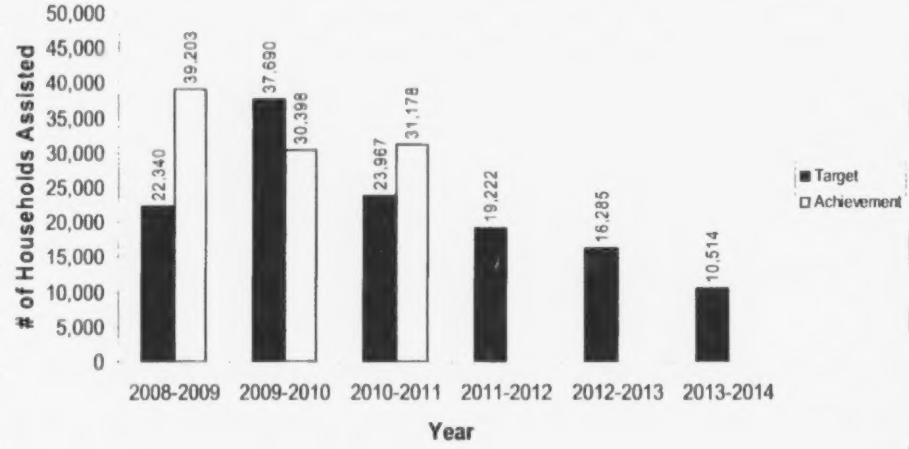


Table 5 shows the level of client satisfaction with the land use planning, training, education and advisory services provided to the municipal sector. The client satisfaction results for 2010-2011 are interim with final results available in June 2011.

Table 5: Client satisfaction with training, education and advisory services provided to the municipal sector regarding land use planning

Statement of result:

This result is expected to be over-achieved in 2010-11. Targets are set to increase to 90% by 2013-14 enabling the streamlining of the land use planning system.

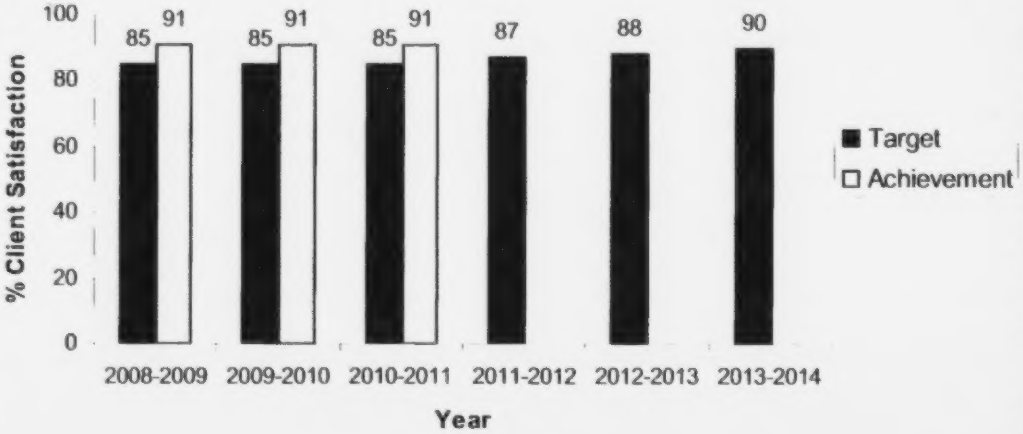


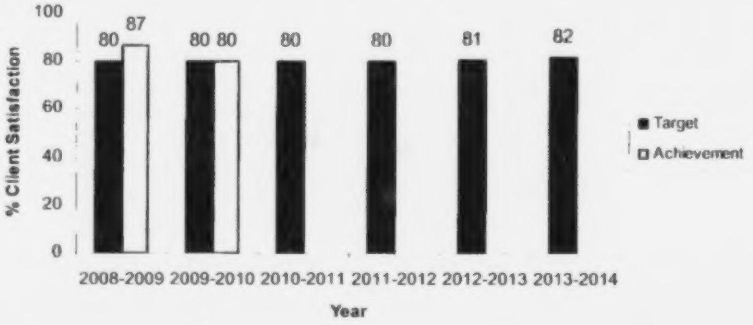
Table 6 shows the level of client satisfaction with the advice provided by the building code advisors to the public, as well as to clients and Board members of the two commissions:

Building Materials Evaluation Commission, and Building Code Commission. The client satisfaction results for 2010-2011 will be available in June 2011.

Table 6: Client satisfaction with the clarity, timeliness, relevance and quality of technical advice and services provided in relation to the administrative and enforcement elements of the *Building Code Act*, the new and pending energy efficiency provisions of the 2006 Building Code, and the technical requirements of the Building Code

Statement of result:

This result is expected to be at least 80% in 2010-11 with targets increasing to 82% by 2013-14 and relates to the administrative and enforcement elements of the *Building Code Act*, development and implementation of amendments to the *Act* and the Building Code, including technical changes related to energy efficiency of buildings.



In 2011-12, Municipal Affairs and Housing plans to undertake the following activities to achieve sustainable communities:

- modernize the planning system to make it more accessible, transparent and collaborative, by creating online planning applications and an enhanced caseload management system
- advance the brownfields redevelopment strategy to assist with environmental sustainability and economic stimulus in communities through research, financial tools and incentives, enhanced capacity and improved processes
- meet client requests for enhanced expertise and knowledge on current planning tools, policies and initiatives through training and education
- support the Ministries of Energy, Infrastructure, and Environment to achieve the government's green agenda
- release a performance measurement framework and initial set of performance indicators for monitoring the Greenbelt Plan, working with partner Ministries, Municipalities, the Greenbelt Council and stakeholders.
- monitor Provincial interests through the Provincial Policy Statement performance indicator initiative

- undertake the review of the Provincial Policy Statement, including supporting government priorities such as the Long-Term Affordable Housing Strategy, Open for Business and water resources protection. The review will include consultation with municipalities, Aboriginal communities and organizations and stakeholders
- provide support to municipalities and other stakeholders on *Planning Act* tools and policy development for planning healthy and sustainable communities
- continue to implement the government's Open for Business burden reduction plan as it relates to land use planning instruments
- lead the coordinated development of, and regularly updates to the objective-based Building Code to reflect government priorities, new policy directions and innovations in building technologies
- provide an efficient and effective building regulatory system to enable the economic viability of building construction
- build the capacity of code users by providing Building Code advice and technical training
- monitor and respond to the needs of the building sector and continue to support the building community through education, training, certification, code interpretation, and code advice
- develop and implement the next edition of the Building Code, including conducting public consultations on potential changes, providing advice to government on regulatory changes, updating technical examinations and training and implementing a knowledge maintenance system
- work in close cooperation with the Ministry of the Environment and the Ministry of Energy on enhanced environmental and energy standards
- continue to support the implementation of the energy efficiency requirements of the 2006 Building Code, including those scheduled to come into force on December 31, 2011
- support the establishment of the Building Code Conservation Advisory Council, which will replace the Building Code Energy Advisory Council as a result of the *Water Opportunity and Water Conservation Act*; support the new council through undertaking research and developing recommendations for government
- support the implementation of the Building Code provisions for septic maintenance inspections in support of the Ministry of Environment's *Clean Water Act, 2006* and the Lake Simcoe Protection Plan
- in partnership with the Ministry of Community and Social Services, continue supporting the development of enhanced barrier-free accessibility requirements for buildings, as part of the implementation of the *Accessibility for Ontarians with Disabilities Act*

- conduct and support research on building regulatory issues, including on-site sewage disposal bed design, septic tank standards, structural loading issues related to solar panels, safety issues related to light weight engineered framing system, barrier-free design, energy conservation, water conservation, geothermal technologies and electric vehicles
- lead the implementation of the Long-Term Affordable Housing Strategy in partnership with other ministries and stakeholders, which will complement the Poverty Reduction Strategy, as well as the Provincial-Municipal Fiscal and Service Delivery Review
- administer the Affordable Housing Program 2005 and the two economic stimulus programs — Affordable Housing Program Extension (2009) (including Persons with Disabilities and Low-Income Seniors programs); which includes the Renewable Energy Initiative
- deliver Provincial housing programs, including the Rent Bank, the Rental Opportunity for Ontario Families and the Short-Term Rent Support Program, the latter with the Ministry of Revenue
- help communities provide affordable housing opportunities to those in need through the delivery of new and existing affordable housing initiatives
- look for new opportunities to educate the public and stakeholder groups regarding our mandate to monitor compliance with the *Residential Tenancies Act, 2006*.

3. Strong Local Government

The Ministry is working to ensure local governments have the tools to support the development of solutions to meet local needs, through the following actions:

- continue to develop and communicate the strong relationship with the municipal sector, maintain a meaningful consultative and policy dialogue, and work collaboratively with municipalities, Aboriginal communities, and other governments to achieve common goals in the interests of Ontarians
- deliver the framework for municipal democracy to create an open and accountable government
- deliver responsive policies and programs that address the needs of municipalities
- enhance intergovernmental and inter-ministerial collaboration and partnerships
- build capacity supports for Municipalities to enable improved local government service delivery
- strengthen Provincial, Municipal and Aboriginal relations
- support municipalities to deliver timely disaster assistance
- strengthen partnerships with service managers and housing providers

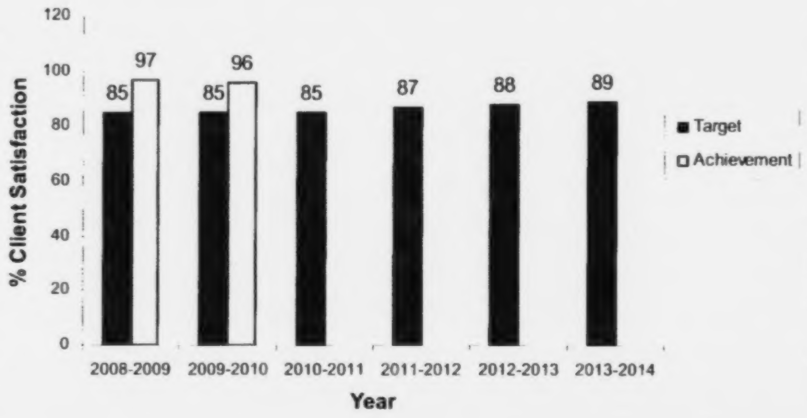
- ensure compliance with the *Residential Tenancies Act* and Provincial maintenance standards where no local by-laws exist

Table 7 shows the level of client satisfaction with the Ministry provision of municipal governance training, tools and advisory services provided to the municipal sector. Results are compiled through questionnaires/evaluations conducted at training workshops, conferences and online. The Ministry's five regional conferences were attended by 300 to 500 councillors, staff and representatives from municipal organizations. The client satisfaction results for 2010-2011 will be available in June 2011.

Table 7: Client satisfaction with training, tools and advisory services provided to municipal sector regarding municipal governance

Statement of result:

This result is expected to continue to meet/exceed targets for 2010-11 to 2013-14 enabling local governments to improve service delivery, enhance accountability and assist them in making environmentally and economically responsible decisions.



In 2011-12, Municipal Affairs and Housing plans to undertake the following activities to achieve strong local government:

- monitor financial health and performance of municipalities and provide assistance to improve financial performance
- provide inter-ministry leadership and develop policies, programs and initiatives to enhance Provincial and municipal capacity to recover from major disasters, protect community health and safety through the delivery of timely disaster assistance programs and enhanced Provincial response, recovery and mitigation activities, including a risk assessment tool to help municipalities develop strategies to adapt to climate change
- continue to enhance the one-window planning process to ensure timely decision-making on municipal *Planning Act* applications

- provide support for government priorities such as the *Green Energy and Green Economy Act*, 2009, and the *Accessibility for Ontarians with Disabilities Act*
- support municipalities and industry in implementing the Building Code

4. Organizational Excellence

The Ministry will continue to provide effective and responsive public service. In order to be a leader in public service delivery, an employer of choice and a model of organizational excellence, the Ministry carries out the following actions:

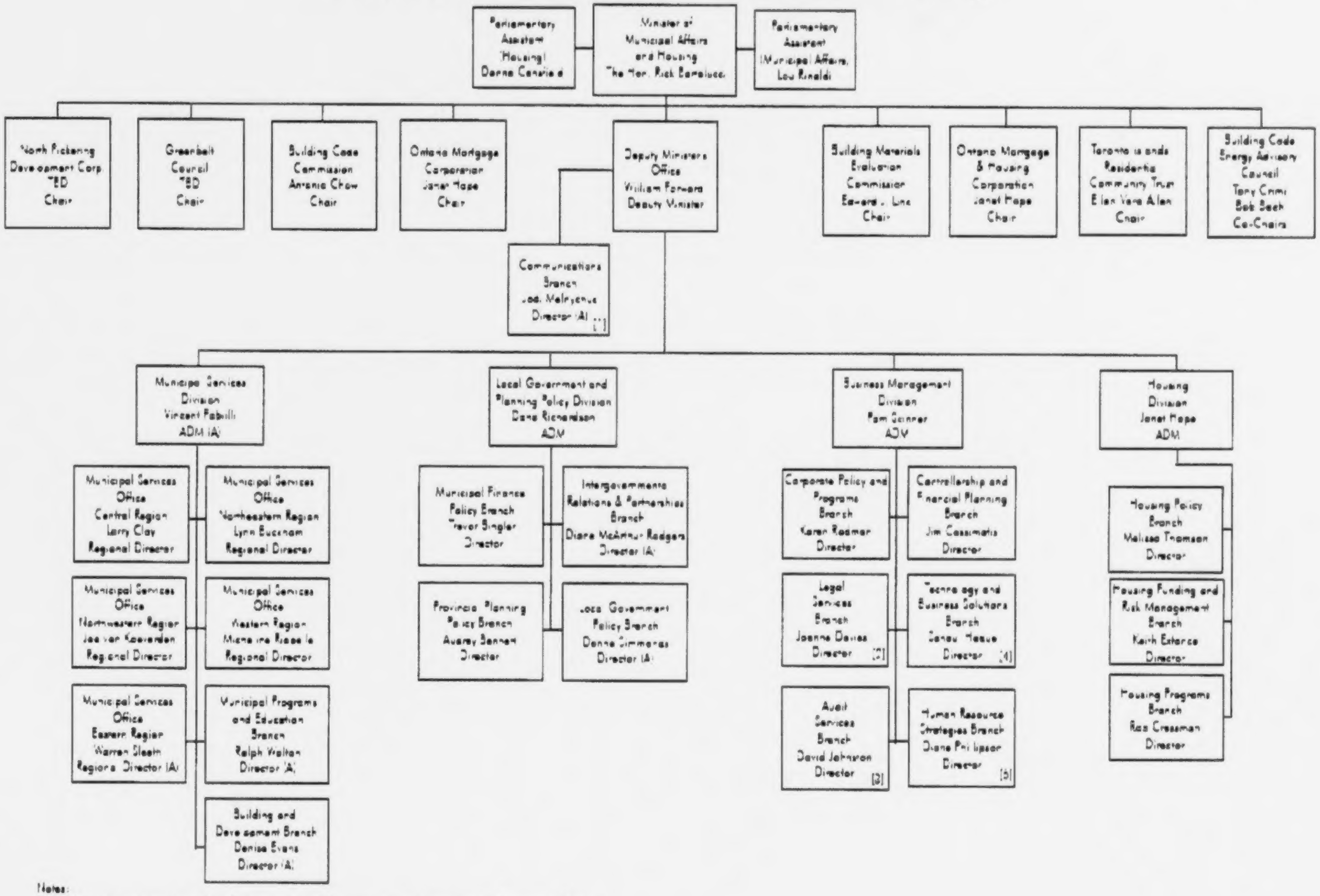
- ensure effective implementation of the government's new accountability measures by enhancing management processes and governance structures to enable timely, informed decision-making
- ensure agencies and transfer payment partners respect government direction regarding accountability and restraint
- provide accessible, quality customer service to all Ontarians
- continuously improve the delivery of our services to all Ontarians by building partnerships and maintaining a network of relations, within and outside the Ontario Public Service, to support policy as well as program development and implementation
- attract, retain and engage diverse talent by implementing corporate initiatives on diversity and Talent Management
- develop future leaders, encourage innovation and provide opportunity for growth and development to build internal capacity
- provide effective stewardship of Ministry financial, human and physical assets
- maximize effectiveness and innovation through the use of technology and continuous business processes improvement
- communicate Ministry priorities and activities to staff and external audiences

In 2011-12, Municipal Affairs and Housing plans to undertake the following activities to achieve organizational excellence:

- foster the value of careers in public service and community stewardship by coordinating and promoting the municipal internship program and Local Government Week in partnership with municipal organizations, the education sector and other ministries
- support employee engagement initiatives including leadership development

- develop and implement initiatives to support organizational health, safety and wellness such as flexible work arrangements, healthy living
- ensure that corporate emergency initiatives comply with appropriate legislative requirements including coordinating development, implementation and testing of emergency plans and policies
- promote and encourage a culture of diversity and inclusion in the Ministry including maintaining our diversity framework, manager training and information sessions
- promote best practices in information management and records management.
- collaborate with the Office of the Chief Information and Privacy Officer to determine the best approach for implementation of records and document management system to organize the Ministry's unstructured data
- focus on customer service improvements to meet the public's rising service expectations including developing and implementing customer service principles and standards for all external and internal services offered by the Ministry
- ensure ongoing compliance with all requirements of the Customer Service Regulation (429/07) under the *Accessibility for Ontarians with Disabilities Act*, 2005. Continue to foster a collaborative working relationship with the Ontario Public Service Diversity Office at the Ministry of Government Services in order to ensure Municipal Affairs and Housing understanding and using of enterprise-wide Accessible Customer Service best practices, guidelines and training as developed
- work closely with the Ministry of Community and Social Services to develop recommendations on the accessible built environment standard under the *Accessibility for Ontarians with Disabilities Act*
- continue to support the implementation of technical and administrative changes introduced by the *Good Government Act, 2009*

Ministry of Municipal Affairs and Housing


Parliamentary Assistant (Housing) Donna Cansfield
Minister of Municipal Affairs and Housing The Hon. Rick Bartolucci
Parliamentary Assistant (Municipal Affairs) Lou Rinaldi
North Pickering Development Corp. TBD Chair
Greenbelt Council TBD Chair
Building Code Commission Antonio Chow Chair
Ontario Mortgage Corporation Janet Hope Chair
Deputy Ministers Office William Forward Deputy Minister
Building Materials Evaluation Commission Edward J. Link Chair
Ontario Mortgage & Housing Corporation Janet Hope Chair
Toronto Islands Residential Community Trust Ellen Vera Allen Chair
Building Code Energy Advisory Council Tony Crimi Bob Bach Co-Chairs
Communications Branch Joel Molyneaux Director (A) [1]
Municipal Services Division Vincent Fabilli ADM (A)
Municipal Services Office Central Region Larry Clay Regional Director
Municipal Services Office Northeastern Region Lynn Buckham Regional Director
Municipal Services Office Northwestern Region Joe van Koeverden Regional Director
Municipal Services Office Western Region Micheline Risselle Regional Director
Municipal Services Office Eastern Region Warren Sleeth Regional Director (A)
Municipal Programs and Education Branch Ralph Walton Director (A)
Building and Development Branch Denise Evans Director (A)
Local Government and Planning Policy Division Dana Richardson ADM
Municipal Finance Policy Branch Trevor Singler Director
Intergovernmental Relations & Partnerships Branch Diane McArthur-Rodgers Director (A)
Provincial Planning Policy Branch Audrey Bennett Director
Local Government Policy Branch Donna Simmonds Director (A)
Business Management Division Pam Skinner ADM
Corporate Policy and Programs Branch Karen Rodman Director
Controllership and Financial Planning Branch Jim Cassimatis Director
Legal Services Branch Joanne Davies Director [2]
Technology and Business Solutions Branch Sanjay Haque Director [4]
Audit Services Branch David Johnson Director [3]
Human Resource Strategies Branch Diane Phillipson Director [5]
Housing Division Janet Hope ADM
Housing Policy Branch Melissa Thomson Director
Housing Funding and Risk Management Branch Keith Extance Director
Housing Programs Branch Ros Cressman Director

Notes:

[1].Dual reporting relationship with the Deputy Minister of Communications and the Associate Secretary of Cabinet

[2].Dual reporting relationship with MAG and MAH to CAO for administrative purposes; to Deputy for legal services.

[3].Dual reporting relationship with CIA, Ontario Internal Audit Division, Ministry of Finance and ADM, BMD for administrative purposes

[4].Dual reporting relationship with CIO Community Services Cluster and ADM for administrative purposes

[5].Dual reporting relationship with MGS HR Service Delivery

April 1, 2011

Legislation

Municipal Affairs and Housing is responsible for the following legislation:

1. *Barrie-Innisfil Boundary Adjustment Act, 2009*

   Adjusts the boundary between the City of Barrie and the Town of Innisfil.
2. *Building Code Act, 1992*
   Authorizes regulations to prescribe the Building Code. The Building Code regulates standards for the construction and demolition of new buildings.
3. *City of Greater Sudbury Act, 1999*
   Establishes a new single tier City of Greater Sudbury effective January 1, 2001. Establishes the composition of the City council and sets out certain financial and other powers and duties of the new city.
4. *City of Hamilton Act, 1999*
   Establishes a new single tier city of Hamilton effective January 1, 2001. Establishes the composition of the new City council and sets out certain financial and other powers and duties of the new city.
5. *City of Kawartha Lakes Act, 2000*
   This legislation gives the Kawartha Lakes Transition Board the powers to enter into certain agreements on behalf of the new city and gives the new city the authority to allocate certain municipal costs to taxpayers in specific areas of the city.
6. *City of Ottawa Act, 1999*
   Establishes a new single tier City of Ottawa effective January 1, 2001, including the composition of the City council and certain financial and other powers and duties of the new city.
7. *City of Toronto Act, 2006*
   Provides for the structure of the City of Toronto and sets out its basic powers including the ability to regulate (e.g. licensing), the provision of services, finances and roads.
8. *Commercial Tenancies Act*
   Regulates commercial tenancies.
9. *Development Charges Act, 1997*
   Empowers municipalities to impose development charges against land to be developed where the development will increase the need for municipal services.
10. *Elderly Persons' Housing Aid Act*
    Provides for grants to be made for the purpose of constructing low rental housing units for elderly persons.
11. *Geographic Township of Creighton-Davies Act, 1997*
    Changes the name of the geographic township of Creighton to the geographic township of Creighton-Davies.

12. *Geographic Township of Hansen Act, 1986*
    - Changes the name of the geographic township of Stalin to the geographic township of Hansen.
    - Unconsolidated in 1990 Revised Statutes of Ontario, not in E-laws “consolidated law” list.
13. *Greenbelt Act, 2005*
    Enables the Lieutenant Governor in Council to make a regulation creating a Greenbelt Area in the Golden Horseshoe area and to establish a Greenbelt Plan by Order in Council, which contains land use designations and policies to govern the lands within the Greenbelt Area.
14. *Housing Development Act*
    Authorizes Federal/Provincial housing projects, Provincial housing related financial assistance, certain municipal housing powers and the establishment of corporations to construct or manage housing projects.
15. *Line Fences Act*
    Provides a local method of arbitrating fencing disputes between neighbouring property owners.
16. *Ministry of Municipal Affairs and Housing Act*
    Establishes the Ministry and outlines the Minister's powers. Gives the Minister general responsibility for Ontario's housing policy and programs and responsibility for the *Acts* the Ministry administers.
17. *Municipal Act, 2001*
    Provides for the structure of single, upper and lower tier municipalities, and sets out their basic powers including the ability to regulate (e.g. licensing), provision of services, finances and roads.
18. *Municipal Affairs Act*
    Sets out powers of the Ministry with respect to overseeing municipal activities.
19. *Municipal Arbitrations Act*
    Provides a means of arbitrating claims against a municipality.
20. *Municipal Conflict of Interest Act*
    Requires council members to disclose their pecuniary interest in matters before council.
21. *Municipal Corporations Quieting Orders Act*
    Allows the Ontario Municipal Board, upon application, to determine the exact location of a municipal boundary.
22. *Municipal Elections Act, 1996*
    Governs the holding of elections to the offices of municipal councils and elected local boards.

23. *Municipal Extra-Territorial Tax Act*
    Provides for taxation for municipal purposes in territory without municipal organization.

24. *Municipal Franchises Act*
    Establishes the procedures for granting franchises for the supply of a public utility.

25. *Municipal Tax Assistance Act*
    Provides for payments by the Province or its agencies to municipalities, in lieu of taxes on Provincially-owned lands.

26. *Municipality of Shuniah Act, 1936*
    - Restructures the municipality and provides for wards, composition of council, tax sales.
    - Unconsolidated in 1990 Revised Statutes of Ontario, not in E-laws "consolidated law" list.

27. *North Pickering Development Corporation Act, 1974*
    - Establishes the North Pickering Development Corporation, primarily for the purpose of planning and developing the North Pickering Planning Area.
    - Unconsolidated in 1990 Revised Statutes of Ontario, not in E-laws "consolidated law" list.
    -All responsibilities of the North Pickering Development Corporation have ceased and all appointments to the agency have expired. Dissolution of the agency will be complete once the Budget Bill receives Royal Assent.

28. *Oak Ridges Moraine Protection Act, 2001*
    This Act froze development on the Oak Ridges Moraine for six months while a long term action plan to protect the moraine was developed.

29. *Oak Ridges Moraine Conservation Act, 2001*
    This Act provides authority to establish the Oak Ridges Moraine Conservation Plan to protect the ecological and hydrological integrity of the Oak Ridges Moraine.

30. *OC Transpo Payments Act, 2000*
    Allows the Regional Municipality of Ottawa-Carleton and the Ottawa-Carlton Regional Transit Commission to make payments to estates of certain employees who died in 1999.

31. *Ontario Mortgage and Housing Corporation Act*
    Continues the Ontario Housing Corporation and enables it to fund and administer housing programs.

32. *Ontario Municipal Employees Retirement System Act, 2006*
    Provides for the governance and administration of the Ontario Municipal Employers Retirement System pension plans by two corporations representing the municipal sector.

33. *Ontario Municipal Employees Retirement System Review Act, 2006*
    Provides for the review of the Ontario Municipal Employers Retirement System governance model under the *Ontario Municipal Employees Retirement System Act, 2006*
34. *Ontario Planning and Development Act, 1994*
    Authorizes Minister to establish development planning areas for promotion of the economic and environmental condition of areas.
35. *Planning Act*
    Establishes a regulatory framework for the use and development of land in Province. Provides for the Provincial Policy Statement setting out Provincial land use policy.
36. *Public Utilities Act*
    Most of the Act has been repealed. The remainder primarily provides a regulatory framework for company (private) public utilities.
37. *Regional Municipality of Peel Act, 2005*
    Restructures the composition of the council of the regional Municipality of Peel.
38. *Residential Tenancies Act, 2006*
    Establishes the framework for the regulation of residential rents, sets out the rights and responsibilities of residential landlords and tenants and provides for the adjudication and resolution of disputes between residential landlords and tenants.
39. *Road Access Act*
    Establishes a procedure to keep certain types of roads open unless closed by a court order.
40. *Shoreline Property Assistance Act*
    Authorizes municipalities to borrow Provincial funds to make loans to the owners of shoreline properties for protective works.
41. *Social Housing Reform Act, 2000*
    Provides for administration of housing programs by service managers, including municipalities, beginning January 1, 2001.
42. *Statute Labour Act*
    Provides for duties to perform statute labour in townships and areas without municipal organization.
43. *Tax Sales Confirmation Act, 1974*
    Confirms the legal validity of sales, deeds and related documents respecting municipal sale of land for tax arrears prior to this Act.
    Unconsolidated in 1990 Revised Statutes of Ontario, not in E-laws "consolidated law "list.
44. *Territorial Division Act, 2002*
    Divides the territory of Ontario into geographic areas.

45. *Toronto Islands Residential Community Stewardship Act, 1993*
    Vests residential community land located on Toronto Island in the Province, and provides for 99-year leases to island residents.

46. *Town of Haldimand Act, 1999*
    Establishes a new single tier Town of Haldimand effective January 1, 2001. Establishes the composition of the Town council and sets out certain financial and other powers and duties of the new Town.

47. *Town of Moosonee Act, 2000*
    Constitutes the Town of Moosonee as a municipality.

48. *Town of Norfolk Act, 1999*
    Establishes a new single tier Town of Norfolk effective January 1, 2001. Establishes the composition of the Town council and sets out certain financial and other powers and duties of the new Town.

Agencies, Boards and Commissions

Building Code Commission

The Building Code Commission is an adjudicative agency that resolves disputes on the technical requirements of the Ontario Building Code. The agency is supported by Ministry staff. The operating expenses for this commission are paid out of Municipal Services and Building Regulation (1902-04).

Table 8: Building Code Commission Financial Data

2011-12 Expenditure Estimates***	2011-12 Revenue Estimates*	2010-11 Expenditure Interim Actuals**	2010-11 Revenue Interim Actuals *	2009-10 Expenditure Actuals	2009-10 Revenue Actuals*
$ 60,000	Nil	$ 42,855	Nil	$ 50,719	Nil

*The Building Code Commission does not charge a fee.

** The operating expenses cover per diem fees for Commission members and reimbursement for out-of-pocket travel expenses related to hearings, including hotel accommodations, meal allowances (to the Ministry maximum), parking and public transit. Some expense claims were not reflected in this interim actual number, as the claims had not been processed. The number of applications received by the Building Code Commission during the 2010-11 fiscal year was lower than estimated.

*** The number of hearings is determined by the application rate. Member per diem compensation rates are established by the Ministry of Government Services Directive for part-time OIC appointed members. The 2011-12 expenditure estimates are based on typical application rates (using historical data and projecting forward) and member per diem compensation rates.

Building Code Conservation Advisory Council

The Building Code Conservation Advisory Council is a new advisory agency that provides strategic advice to the Minister on energy conservation issues related to the Building Code and the *Building Code Act*. The Council is supported by Ministry staff. The operating expenses of the Advisory Council are paid out of Municipal Services and Building Regulation (1902-04).

Table 9: Building Code Conservation Advisory Council Financial Data

2011-12 ** Expenditure Estimates	2011-12 Revenue Estimates*	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals *	2009-10 Expenditure Actuals	2009-10 Revenue Actuals*
$ 25,000	Nil	Nil	Nil	Nil	Nil

*The Building Code Conservation Advisory Council does not charge a fee.

** The operating expenses cover per diem fees for Council members and reimbursement for out-of- pocket travel expenses related to hearings, including hotel accommodations, meal allowances (to the Ministry maximum), parking and public transit.

Building Materials Evaluation Commission

The Building Materials Evaluation Commission is a regulatory agency that evaluates and authorizes innovative materials, techniques and building design where no criteria are set out in the Ontario Building Code. The Commission is supported by Ministry staff. Operating expenses for the commission are paid out of Municipal Services and Building Regulation (1902-04).

Table 10: Building Materials Evaluation Commission Financial Data

2011-12 Expenditure Estimates**	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals*	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
$ 165,000	$ 20,000	$ 106,310	$ 6,983	$ 114,130	$ 9,975

* Operating expenses cover per diem fees for Commission members and reimbursement for out-of-pocket travel expenses related to meetings, including hotel accommodations, meal allowances (to the Ministry maximum), parking and public transit. Some expense claims were not reflected in this interim actual number, as the claims have not been processed. The number of applications received by the Building Materials Evaluation Commission during the 2010-11 fiscal year was lower than estimated.

** The number of meetings is determined by the application rate. Member per diem compensation rates are established by the Ministry of Government Services Directive for part-time OIC appointed members. The 2011-12 expenditure estimates are based on typical application rates (using historical data and projecting forward) and member per diem compensation rates.

Ontario Mortgage Corporation

The Ontario Mortgage Corporation is an operational enterprise agency that administers the non-marketable mortgages under previous housing incentive programs such as the Low-Rise Rehabilitation Program, the Permanent Homes for the Homeless Program and Project 3600. The Corporation does not receive funding from the Ministry but its operations are supported by Ministry staff.

Work will begin in early 2011-12 to effect a merger of the Ontario Mortgage Corporation with the Ontario Mortgage and Housing Corporation, to timelines determined in that fiscal year.

Ontario Mortgage and Housing Corporation

The Ontario Mortgage and Housing Corporation is an operational enterprise agency responsible for: public housing debt servicing; administration of loans for social housing programs and for student residence program; sponsoring the Dr. Albert Rose Bursary program; addressing matters pertaining to previously-owned public housing properties including any potential environmental liability issues should they arise; administering the revolving loan fund for the Homeownership component of the Affordable Housing Program where it was not taken up by Service Managers. All support for the Corporation is provided by Ministry staff. Ontario Mortgage and Housing Corporation is funded by the Province through transfer payments under Affordable Housing - Social and Market Housing (1904-02) and Affordable Housing Capital (1904-04).

Work will begin in early 2011-12 to effect a merger of the Ontario Mortgage Corporation with the Ontario Mortgage and Housing Corporation, to timelines determined in that fiscal year.

Table 11: Ontario Mortgage and Housing Corporation Financial Data (Operating)

2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
$94,942,200	$94,942,200	$103,285,900	$103,285,900	$113,824,333	$113,824,333

Table 12: Ontario Mortgage and Housing Corporation Financial Data (Capital)

2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
$540,000	$540,000	$2,060,000	$2,060,000	$65,248	$65,248

Other Agencies, Boards and Commissions

- The North Pickering Development Corporation was established in 1975 under the *North Pickering Development Corporation Act, 1974* to plan Seaton, and to develop Seaton, in accordance with that Plan.
    - The North Pickering Development Corporation represents the interests of the Province in planning and development related to the "Seaton lands" in North Pickering, by supporting and promoting the Province's objectives in disposition of Seaton's Provincially-owned lands.
    - The North Pickering Development Corporation receives administrative support from the Ministry of Municipal Affairs and Housing.
    - Bill 173, the proposed Better Tomorrow for Ontario Act (Budget Measures), 2011 will, if passed, dissolve the North Pickering Development Corporation.

Other agencies, boards, and commissions that report to Municipal Affairs and Housing, include the Toronto Islands Residential Community Trust Corporation and two advisory councils that provide advice to the Minister namely the Greenbelt Council and the Building Code Energy Advisory Council. The Building Code Energy Advisory Council is an advisory agency that provides strategic advice to the Minister on energy conservation issues related to the Building Code and the *Building Code Act*. The Council is supported by Ministry staff. The operating expenses of the Advisory Council are paid out of Municipal Services and Building regulation Program (1902-04).

MINISTRY FINANCIAL INFORMATION

Chart 1: Ministry Investment by Vote, 2011-12

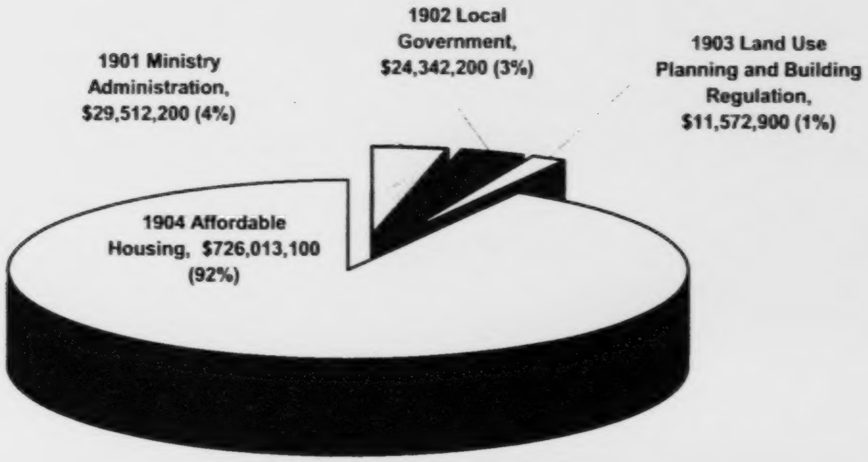


Table 13: Ministry Planned Expenditures 2011-12 ($M)

Operating	**$673.77**
Capital	**$117.67**
TOTAL	**$791.44**

Total Operating and Capital Expense excludes Statutory Appropriations, Assets and Consolidation Adjustments (Ontario Mortgage and Housing Corporation)

Ontario

MINISTRY OF MUNICIPAL AFFAIRS AND HOUSING

Table 14: Operating and Capital Summary by Vote

The goal of the Ministry is to provide leadership through the development and administration of policy, programs, and regulatory frameworks in relation to local government, land use planning, building regulation, and housing. To achieve its goal, the Ministry ensures the coordination of Ontario Government policies and programs that impact municipalities; manages the provincial-municipal relationship with municipal stakeholders across the province, including key partners such as the Association of Municipalities of Ontario and the City of Toronto; manages Ontario's approach to a growing federal-provincial-municipal relationship; develops and administers policies and programs in support of local community development, infrastructure improvement, municipal governance, land use planning, building regulation and social and market housing, including residential tenancy regulation and the Affordable Housing Program; acts as a centre of expertise by providing advice, education and training for municipalities and other stakeholders; and administers disaster/emergency financial assistance to communities and individuals.

Votes/Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	%	Estimates 2010-11 $	Interim Actuals 2010-11 $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
1901 Ministry Administration Program	29,512,200	(780,800)	(2.6)	30,293,000	29,618,600	26,319,435
1902 Municipal Services and Building Regulation	24,342,200	2,114,800	9.5	22,227,400	53,930,000	29,634,733
1903 Local Government and Planning Policy	11,572,900	(479,000)	(4.0)	12,051,900	32,381,700	11,416,295
1904 Affordable Housing Program	726,013,100	(624,833,500)	(46.3)	1,350,846,600	1,340,165,500	1,286,255,779
		-				
Total Operating and Capital Expense to be Voted	**791,440,400**	**(623,978,500)**	**(44.1)**	**1,415,418,900**	**1,456,095,800**	**1,353,626,242**
Statutory Appropriations	156,187	-	-	156,187	155,187	142,840
Ministry Total Operating & Capital Expense	791,596,587	(623,978,500)	(44.1)	1,415,575,087	1,456,250,987	1,353,769,082
Consolidation & Other Adjustments - Ontario Mortgage and Housing Corporation	(93,720,100)	8,597,700		(102,317,800)	(103,127,800)	(105,196,814)
Total Including Consolidation & Other Adjustments	**697,876,487**	**(615,380,800)**	**(46.9)**	**1,313,257,287**	**1,353,123,187**	**1,248,572,268**
OPERATING AND CAPITAL ASSETS						
Municipal Services and Building Regulation	1,000	-	-	1,000	-	-
Total Operating and Capital Assets to be Voted	**1,000**	**-**	**-**	**1,000**	**-**	**-**
Statutory Appropriations	-	-		-	-	-
Total Assets	**1,000**	**-**	**-**	**1,000**	**-**	**-**

APPENDIX: ANNUAL REPORT 2010-11

Overview

In 2010-11, the Ministry of Municipal Affairs and Housing continued to demonstrate progress towards achieving our vision of an Ontario with safe and strong communities, abundant greenspace, thriving and prosperous economies, and a range of housing choices.

As part of this vision, Municipal Affairs and Housing created affordable housing for low-income families, senior citizens, persons living with disabilities and victims of domestic violence. After extensive consultations, Building Foundations: Building Futures, Ontario's Long-Term Affordable Housing Strategy, was launched in November 2010. The strategy builds on Ontario's commitment to affordable housing and is based on four key pillars: putting people first; creating strong partnerships; supporting affordable options; and accountability.

The Ministry also continued to support the transformation of Ontario Municipalities to facilitate economic development, capacity building and adaptive local communities.

The Ministry contributed to broader government priorities including green energy, climate change, environmental conservation and water strategy objectives.

Municipal Affairs and Housing is improving customer service to meet rising service expectations. This includes developing and implementing customer service principles and standards for all external and internal services that the Ministry offers. Under Ontario's Open for Business initiative, the Ministry has reduced its regulation and legislation by more than 25 per cent. The Ministry also led the transition activities for the transfer of the Landlord and Tenant Board to the Ministry of the Attorney General effective 2011-2012, as part of the government's commitment to make public services in Ontario more modern, accessible and effective.

The following highlights the Ministry's major accomplishments in 2010-11:

Local Government

The Ministry continues to build strong relations and partnerships with Ontario Municipalities to promote government-to-government relations and encourage Municipal participation in transforming Ontario's economy.

Municipal Affairs and Housing continues to work with the Ministry of Finance, other ministries, the Association of Municipalities of Ontario and the City of Toronto on implementing the results of the Provincial-Municipal Fiscal and Service Delivery Review. In 2011, Ontario Municipalities will see a total upload of $947 million.

The Memorandum of Understanding with the Association of Municipalities of Ontario and the Toronto-Ontario Cooperation and Consultation Agreement reflect the government's ongoing commitment to strong Provincial-Municipal relationships based on mutual respect and consultation. These agreements foster relationships with Municipal partners, effectively communicate provincial policies that impact Municipalities and provide a forum to discuss initiatives that will enhance the fiscal and management capacity of Municipalities.

The Ministry of Municipal Affairs and Housing is a lead Ministry on the Inter-ministerial Community Economic Development Initiative (ICDI). This initiative is a "one-table" coordinating approach providing communities and industry with timely access to provincial economic policies, programs and services, involving more than 20 Provincial Ministries. In 2010-11, five regionally based teams completed six community economic strategies in Northern Ontario, provided timely advice to potential investors in all parts of the Province, and worked with Windsor, Hamilton, Ottawa and Niagara on regional economic development strategies. The Ministry released a handbook, "Municipal Planning and Financial Tools for Economic Development," in 2011 to further support this work.

To mark the October 2010 Municipal elections, the Ministry, in partnership with the Association of Municipalities of Ontario and Student Vote, ran a successful Local Government Week initiative through which more than 100,000 Ontario students cast votes for local candidates, learned about the key role of local government, and the importance of participating in the democratic process.

The Ministry also continues to work with Municipalities across the Province through Ontario's Disaster Relief Assistance Program. The program is intended to alleviate hardship suffered by private homeowners, tenants, farmers, small businesses and non-profit organizations whose essential property has been damaged in a natural disaster. In 2010-11, the Ministry provided over $2.6 million to help five Municipalities recover from natural disasters.

The Ministry of Municipal Affairs and Housing continues to build and maintain positive relationships among Municipalities and Aboriginal peoples to promote mutual understanding and dialogue on Aboriginal issues. For example, the Ministry is working closely with Ontario Aboriginal Housing Services and the Miziwe Biik Development Corporation to plan and deliver Aboriginal housing across the Province.

Land Use Planning

The Ministry laid the foundation for forward-looking sustainable growth management with a permanent Greenbelt - 1.8 million acres of environmentally sensitive and agricultural lands in the Golden Horseshoe protected under legislation – and has been implementing the government's Growth Plan for the Greater Golden Horseshoe Area.

With support from partner Ministries, Municipal Affairs and Housing is leading efforts to grow the Greenbelt. Municipalities such as Halton Region and Town of Oakville, City of Hamilton, City of Guelph and the City of Toronto have taken further steps to grow the Greenbelt. The City of Toronto continued to prepare a submission involving public lands in the Don and Humber River and Morningside and Etobicoke Creek Valleys. Halton Region and Town of Oakville councils continued to prepare a submission, including undertaking public consultation, on a proposed Greenbelt expansion along the corridors of the Sixteen Mile and Bronte Creeks.

The Ministry continues to work very closely with Municipalities to ensure that all official plans are brought into conformity with provincial growth plans. All 19 upper-and single-tier Municipalities with a planning function in the Greater Golden Horseshoe Area have adopted Growth Plan conformity exercises. The lower-tier Municipalities have nearly completed exercises to conform to both the Growth Plan and the official plans of their upper-tier Municipalities.

The Ministry is continuing its review of the Provincial Policy Statement (PPS), which sets out the Ontario government's policy direction for land use planning and development. The Ministry released a consultation document and held nine workshops across the Province. It has received approximately 400 submissions to date. The Ministry also established a framework for monitoring the PPS and finalized a series of performance indicators that will be used to monitor it.

In addition, a Land Use Planning Guide for Businesses was released in 2011 to help new and existing businesses understand the land use planning process and obtain land use planning approvals faster and more efficiently.

Affordable Housing

After extensive consultations, Building Foundations: Building Futures, Ontario's Long-Term Affordable Housing Strategy, was launched in November 2010. The strategy focuses on providing more flexible and coordinated housing services to meet diverse local needs and is based on four key pillars: putting people first; creating strong partnerships; supporting affordable options; and accountability. To implement the Strategy, new legislation was introduced which would, if passed by the Legislature, repeal the *Social Housing Reform Act*, establish a new *Housing Services Act,* and make amendments to the *Planning Act* and the *Residential Tenancies Act*.

Following the release of the Strategy, the Ministry undertook ongoing engagement with stakeholders including education and outreach presentations, teleconferences and a webinar as well as Regulations Working Table sessions with municipal partners and key stakeholders.

As part of the Federal Economic Stimulus/Affordable Housing Initiative, the Ontario government signed a two-year Supplementary Agreement to the 2005 Affordable Housing Agreement with the Federal government. The combined Federal/Provincial investment of $1.2 billion under the Supplementary Agreement includes $540 million for the Affordable Housing Program (AHP) Extension (2009) ($307.76 million dedicated for rental units for low-income seniors, $57.7 million dedicated for rental units for persons with disabilities and $175 million for either rental, homeownership, or northern units).

As of January 28, 2011, $530.10 million has been approved for 6,364 affordable housing units under the AHP Extension (2009).

In addition, the 2010-11 fiscal year is the second and final year of the Social Housing Renovation and Retrofit Program. The Ministry has used $708 million in Provincial and Federal funding to repair and restore social housing units and buildings; and to make units more energy efficient and physically accessible. Funding for repairs/improvements to over 180,000 units has been committed.

The Ministry also continues to support the development and delivery of Off-Reserve Aboriginal Housing Programs in Ontario. In partnership with the off-reserve Aboriginal communities during 2009, Municipal Affairs and Housing entered into Administration Agreements with the Miziwe Biik Development Corporation and Ontario Aboriginal Housing Services to deliver and administer the $80.24 million Off-Reserve Aboriginal Housing (Trust) Program that will provide housing assistance for an estimated 880 units/households.

This unique partnership has seen the development of Aboriginal housing programs that are Aboriginal-designed, delivered and administered.

Aboriginal Housing (Trust) Program components, including new rental construction, home repair and home ownership assistance were launched in 2009. As of December 31, 2010, approximately 416 units of new rental housing in 19 projects throughout Ontario have been announced. In addition, 227 off-reserve Aboriginal families have assumed ownership of their own homes.

In December 2010, the Ministry engaged in Federal/Provincial/Territorial discussions on existing housing program funding and delivery, as well as possible program funding extension for 2011-14. In addition, Municipal Affairs and Housing contributed to legislation introduced by the Ministry of Energy and Infrastructure that includes amendments to the *Residential Tenancies Act* and regulations to protect tenants while implementing suite meters in rental homes.

The Investigation and Enforcement Unit continues to respond to public complaints from landlords or tenants about alleged offences under the *Residential Tenancies Act, 2006* (the *Act*) to ensure fair, unbiased and expeditious resolutions. As well the Investigation and Enforcement Unit provides education services to landlords, tenants and stakeholders about their rights and obligations under the *Act*. Where compliance with the law is not achieved, the Investigation and Enforcement Unit investigates and, where circumstances warrant, commences prosecution proceedings.

Building Regulation

To help protect Ontario's drinking water and the natural environment, the Building Code was amended to establish and govern certain on-site sewage system maintenance inspection programs in certain areas of the Province.

The Ministry also initiated a review of the Building Code to support government priorities related to the economy, public safety, water and energy conservation, and environmental protection. Activities included technical research, liaising with the Building Code Energy Advisory Council established under the *Green Energy and Green Economy Act*, and conducting two rounds of public and industry consultations.

Table 36 Ministry Interim Actual Expenditures 2010-11 ($M)

Operating	**713.54**
Capital	**742.55**
Staff Strength (as of March 31, 2011)	**807.63**

Total Operating and Capital Expense excludes Statutory Appropriations, Assets and Consolidation Adjustments (Ontario Mortgage and Housing Corporation)

Natural Resources

Ontario

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Ontario

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MINISTRY OVERVIEW

Ministry Vision, Mission and Mandate

The Ministry of Natural Resources is the steward of Ontario's provincial parks, forests, fisheries, wildlife, mineral aggregates, petroleum resources and the Crown land and waters that make up 87 per cent of the province.

The ministry envisions a healthy environment that is naturally diverse and supports a high quality of life for the people of Ontario through sustainable development. The ministry's mission is to manage our natural resources in an ecologically sustainable way to ensure that they are available for the enjoyment and use of future generations. The ministry is committed to conserving biodiversity and using natural resources in a sustainable manner.

The following are the ministry's core activities[1]:

Biodiversity Management

- Provide provincial leadership and oversight in the conservation of Ontario's biodiversity. This includes the management of fish and wildlife resources; species at risk; fish culture, stocking and aquaculture; resource monitoring, assessment and allocation; research, fish health and control of pathogens; conservation officer delivery of natural resource and public safety law enforcement; and enhancing fishing and hunting opportunities. This mandate area has significant linkages with all other areas of the ministry.

Natural Heritage and Protected Area Management

- Provide leadership and delivery in the management and protection of natural heritage in Ontario. This includes identifying significant natural heritage features and landscapes and determining effective ways to protect them, including the establishment of provincial parks and conservation reserves; policy to influence the development of municipal official plans and bylaws; identification and confirmation of areas of natural and scientific interest; planning and management of natural heritage systems; providing sustainable outdoor recreation opportunities and education on natural heritage; delivery of the Ontario Parks program, including provincial parks operations and providing tourism opportunities; and research.

Crown Land, Water, and Non-Renewable Resource Management

- Provide leadership and delivery in the management of Crown lands, water resources, and non-renewable resources. This includes being accountable for the sale, disposition and stewardship of the Crown lands in Ontario and ensuring their use is sustainable; for the management of water resources through flood, low water, and drought management, including the protection of the Great Lakes; for the management and regulation of surveys and the surveying profession within the province; and for the protection and extraction of aggregate, oil, gas and salt resources in Ontario.

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[1] The list of core activities reflects the realignment of the business and economic aspects of forestry to the Ministry of Northern Development, Mines and Forestry in June 2009 and a subsequent organizational realignment in January 2010.

Renewable Energy

- Support the provincial commitment to renewable energy and facilitate the availability of Crown land for renewable energy projects, including water, wind, solar and biomass.

Forest Management

- Provide leadership and oversight to support the sustainable use of forests for a healthy forest products sector and thriving forest-dependent communities. Management of Ontario's forests includes policy and program development; intergovernmental co-operation on national forestry initiatives; Crown forest management planning, renewal and protection from pests; and monitoring, auditing, information management and public reporting.

Emergency and Forest Fire Management

- Provide leadership and program delivery for the protection of people, property and communities threatened by forest fires, floods and other natural resource emergencies. This includes planning and delivery of MNR's emergency management program, and aviation services for the Ontario government.

Land and Resources Information and Information Technology Cluster

- Provide leadership and program delivery in the development and application of information management and information technology for five client ministries: Natural Resources; Aboriginal Affairs; Agriculture, Food and Rural Affairs; Environment; and Northern Development, Mines and Forestry. Ensure the delivery of an integrated Information Technology infrastructure to facilitate and streamline government operations through electronic service delivery and enhance government service through e-business and e-government.

Ministry Administration

- Provide leadership for corporate strategic business planning and reporting, including fiscal controllership, sustainable infrastructure management, strategic human resources, organizational performance, supply chain management, legal counsel, communications and other administrative services in support of the ministry's activities. These functions support the ministry so that it can effectively deliver on results, priorities and core programs while remaining within its financial and human resource allocation.

Key Priorities and Results

The ministry's corporate priorities for 2011-12 are:

- Ensure the implementation of legislation to protect the boreal forest and implement community-driven land-use management planning in Ontario's Far North, working closely with the Minister of Northern Development, Mines and Forestry and the Minister of Aboriginal Affairs
- Implement the Endangered Species Act, including the plan for protecting caribou habitat in the boreal forest
- Develop a plan to make aggregates development in Ontario more environmentally and economically sustainable
- Support the efforts of the Ministry of the Environment and contribute to the government's climate change action plan, including planting 50 million trees by 2020 and ensuring that forest management practices for managing carbon are leading edge
- In pursuit of the Open Ontario Plan, work with the Ministry of Northern Development, Mines and Forestry to ensure the province capitalizes on the economic opportunity represented by the Ring of Fire
- Deliver on the government's green energy agenda
- Lead the government's response to the past use of the herbicide 2,4,5-T by ministries and agencies in Ontario
- Work with the Ministry of the Environment to implement key legislation related to water quality and conservation, and to improve the ecological integrity of the Great Lakes
- Coordinate and enhance the protection of natural heritage in southern Ontario
- Support the efforts of the Ministry of Aboriginal Affairs in working with Aboriginal peoples and First Nations to build a stronger, more positive relationship
- Achieve organizational excellence through leadership renewal, engaged staff and an inclusive, diverse, safe and healthy workplace.

In pursuing these goals, the ministry contributes to the achievement of the government's key commitments, priorities and results.

Meeting Government Commitments

The government is working towards a more prosperous Ontario by seeking to grow the green economy and to enhance the province's business climate. The ministry is working with the Ministry of Energy to implement the Green Energy Act and facilitating increased energy generation from wind, water, bio-energy and other opportunities. It is also providing outdoor recreation opportunities and seasonal jobs, which stimulates demand for related businesses. The ministry will work with the Ministry of Northern Development, Mines and Forestry to ensure the province capitalizes on the economic opportunity represented by the Ring of Fire. It will also support Open for Business, Ontario's three-year program to create faster, smarter and streamlined government-to-business services that make Ontario more attractive for business development while protecting the public interest.

The government is committed to a greener Ontario by protecting air, water and green space, and protecting Ontarians from natural resource emergencies. In pursuing its goal of a healthy natural environment for Ontarians, the ministry is contributing to the government's climate change strategy by planting 50 million trees in southern Ontario by 2020, and ensuring sustainable forest practices. The ministry is also putting Ontario's Biodiversity Strategy into action. The ministry is implementing the Endangered Species Act, including protecting caribou habitat in the boreal forest. It will develop a plan to make aggregates development in Ontario more environmentally and economically sustainable. The ministry is leading the government's response to the past use of the herbicide 2,4,5-T by ministries and agencies in Ontario and has set up an Independent Fact-Finding Panel. The ministry is coordinating and enhancing efforts to protect natural heritage lands in southern Ontario. The ministry will promote stewardship across Ontario.

The ministry will work with the Ministry of the Environment on implementing water quality and conservation legislation and on efforts to improve the ecological integrity of the Great Lakes. It will also continue to support the Lake Simcoe Protection Plan.

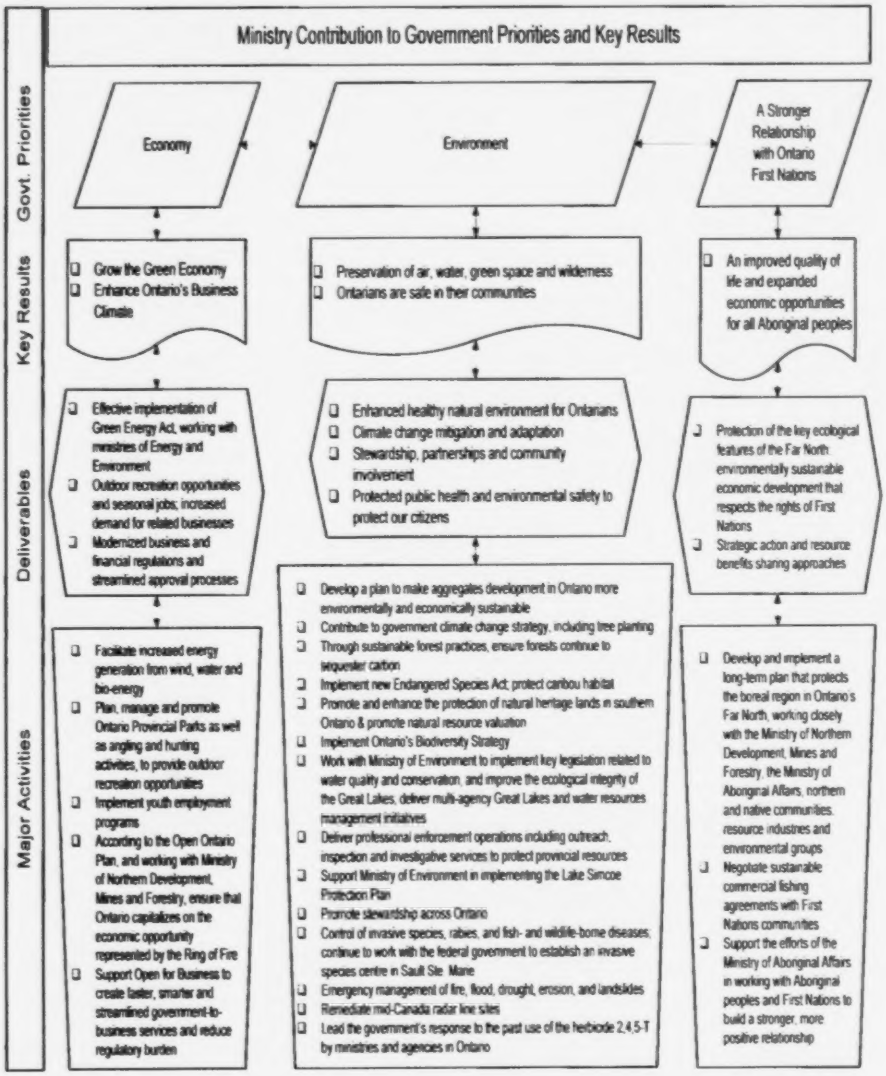
To make Ontarians safer in their communities, the ministry protects people, property and communities from natural resource emergencies. The ministry works to make Ontarians safe from natural resource hazards, such as forest fires and floods. The ministry also works to control invasive species, rabies and wildlife diseases, clean up hazard lands such as mid-Canada radar sites and the Hawkesbury lagoon, and rehabilitate abandoned oil and gas wells.

The government is committed to a stronger, more positive relationship with First Nations. The ministry will develop and implement a long-term plan that protects the boreal region in the Far North working closely with the ministries of Northern Development, Mines and Forestry and Aboriginal Affairs, northern and Aboriginal communities, resources industries and environmental groups. It will also work with First Nations to implement community-driven land use management planning in the Far

North that will enable the region's resources to contribute to a more prosperous, healthy and sustainable future for its people, the communities and the entire province.

In pursuing its corporate priorities, the ministry continues to be well-aligned to support the government's key commitments, priorities and results. The ministry's commitment to: growing the green economy; enhancing the province's business climate; and achieving organizational excellence for improved public service helps achieve a more prosperous Ontario. In enhancing a healthy natural environment for Ontarians; contributing to climate change mitigation and adaptation; leading the government's response to the past use of herbicide 2,4,5-T; protecting people, property and communities from natural and human-made hazards; offering recreational opportunities in Ontario Parks; encouraging hunting and angling opportunities for Ontario's diverse communities; and working with the Ministry of the Environment to implement water quality and conservation legislation, the ministry is helping build a greener Ontario. By working to protect key ecological features of the Far North while enabling environmentally sustainable economic development that respects First Nation rights, the ministry supports efforts to develop a stronger and more positive relationship with First Nations.

Diagram 1: Ministry Contribution to Government Priorities and Key Results



Ministry Contribution to Government Priorities and Key Results

Govt. Priorities	Economy	Environment	A Stronger Relationship with Ontario First Nations
Key Results	☐ Grow the Green Economy ☐ Enhance Ontario's Business Climate	☐ Preservation of air, water, green space and wilderness ☐ Ontarians are safe in their communities	☐ An improved quality of life and expanded economic opportunities for all Aboriginal peoples
Deliverables	☐ Effective implementation of Green Energy Act, working with ministries of Energy and Environment ☐ Outdoor recreation opportunities and seasonal jobs; increased demand for related businesses ☐ Modernized business and financial regulations and streamlined approval processes	☐ Enhanced healthy natural environment for Ontarians ☐ Climate change mitigation and adaptation ☐ Stewardship, partnerships and community involvement ☐ Protected public health and environmental safety to protect our citizens	☐ Protection of the key ecological features of the Far North environmentally sustainable economic development that respects the rights of First Nations ☐ Strategic action and resource benefits sharing approaches
Major Activities	☐ Facilitate increased energy generation from wind, water and bio-energy ☐ Plan, manage and promote Ontario Provincial Parks as well as angling and hunting activities, to provide outdoor recreation opportunities ☐ Implement youth employment programs ☐ According to the Open Ontario Plan, and working with Ministry of Northern Development, Mines and Forestry, ensure that Ontario capitalizes on the economic opportunity represented by the Ring of Fire ☐ Support Open for Business to create faster, smarter and streamlined government-to-business services and reduce regulatory burden	☐ Develop a plan to make aggregates development in Ontario more environmentally and economically sustainable ☐ Contribute to government climate change strategy, including tree planting ☐ Through sustainable forest practices, ensure forests continue to sequester carbon ☐ Implement new Endangered Species Act; protect caribou habitat ☐ Promote and enhance the protection of natural heritage lands in southern Ontario & promote natural resource valuation ☐ Implement Ontario's Biodiversity Strategy ☐ Work with Ministry of Environment to implement key legislation related to water quality and conservation, and improve the ecological integrity of the Great Lakes; deliver multi-agency Great Lakes and water resources management initiatives ☐ Deliver professional enforcement operations including outreach, inspection and investigative services to protect provincial resources ☐ Support Ministry of Environment in implementing the Lake Simcoe Protection Plan ☐ Promote stewardship across Ontario ☐ Control of invasive species, rabies, and fish- and wildlife-borne diseases; continue to work with the federal government to establish an invasive species centre in Sault Ste. Marie ☐ Emergency management of fire, flood, drought, erosion, and landslides ☐ Remediate mid-Canada radar line sites ☐ Lead the government's response to the past use of the herbicide 2,4,5-T by ministries and agencies in Ontario	☐ Develop and implement a long-term plan that protects the boreal region in Ontario's Far North, working closely with the Ministry of Northern Development, Mines and Forestry, the Ministry of Aboriginal Affairs, northern and native communities, resource industries and environmental groups ☐ Negotiate sustainable commercial fishing agreements with First Nations communities ☐ Support the efforts of the Ministry of Aboriginal Affairs in working with Aboriginal peoples and First Nations to build a stronger, more positive relationship

Ministry Programs
Biodiversity Management

The ministry will work with the Ontario Biodiversity Council in reviewing and renewing Ontario's Biodiversity Strategy. The strategy is an overarching plan to protect Ontario's rich natural heritage of plants, animals and ecosystems and use our natural resources sustainably. Through the involvement of people from across Ontario, the strategy will help ensure clean air and water, abundant wildlife and places for recreation.

The ministry continues to implement the recommendations of the Auditor General's Report on the Fish and Wildlife Program. It will continue to implement the new moose management policy, as well as look at ways to improve the resident tag draw system. Beginning in 2011, the ministry is putting in place a new Moose Tag Transfer Policy which no longer allows consecutive moose tag transfers. It is working to reduce human-wildlife conflict by continuing to implement the Human-Deer/Human-Wildlife conflict strategies. The first modern day elk hunt in Ontario will take place in the Bancroft-North Hastings area in the fall of 2011.

The ministry continues to implement the Endangered Species Act. A Caribou Conservation Plan is being implemented, and an approach to protecting caribou habitat is moving forward. The ministry is committed to streamlining the permitting process for developers and landowners to do work in areas where endangered species live while continuing to protect these species. It is also working with farmers on ways to allow haying and use of pasture land to continue while protecting bobolink, a threatened bird that nests in grasslands and hay fields.

The ministry will develop and implement a long-term plan that protects the boreal region in Ontario's Far North, working closely with the ministries of Northern Development, Mines and Forestry and Aboriginal Affairs, northern and Aboriginal communities, resource industries and environmental groups. This includes the Far North Act, which will ensure the protection of at least 225,000 square kilometres of the Far North boreal region and allow for sustainable development of the region's natural resources. The ministry will also work with the Ministry of Northern Development, Mines and Forestry to ensure the province capitalizes on the economic opportunity represented by the Ring of Fire.

Invasive species pose a significant threat to Ontario's biodiversity and affect our natural environment, society and economy. The government is pursuing a number of projects and partnerships to control invasive species on the land and in our waters.

The ministry has drafted an Ontario Invasive Species Strategic Plan to guide implementation of *An Invasive Alien Species Strategy for Canada* in Ontario. In addition, the ministry:

- monitors forest health and works with the federal government and other partners to manage pests and invasive plants that threaten our forests;

- acts to eradicate aquatic invasive species that infect Ontario's water bodies, including Water Soldier in the Trent River and Water Chestnut in Voyageur Provincial Park;
- monitors for invasive species which pose a threat in neighbouring jurisdictions, including the presence of Asian carp in the United States; and
- has a long-term partnership with the Ontario Federation of Anglers and Hunters that has delivered extensive programs to raise awareness of invasive species and how to prevent their spread.

The ministry will work with the Ministry of the Environment and other ministries to respond and adapt to climate change, while building a cleaner, greener and healthier Ontario. This includes implementing specific actions from Ontario's Climate Change Action Plan 2007 and Climate Ready: Ontario's Adaptation Strategy and Action Plan 2011-2014. As part of the plan, the ministry is working with partners to plant 50 million new trees by 2020. To date, eight million trees have been planted as part of this commitment.

Under the new Ecological Framework for Recreational Fisheries Management in Ontario, Fisheries Management Zone advisory councils have been set up in 13 zones. These advisory councils are supporting fisheries management planning initiatives across the province. Two Fisheries Management Zone plans have been completed with two more anticipated to be completed in 2011-12. A broad-scale fisheries monitoring program will be continued.

The ministry has launched Fish-ON Line, a web-based application that anglers can use to find information on Ontario's vast fisheries resource. It has information on more than 13,000 lakes in the province, including fish species information, angling regulations, fish stocking records and lake characteristics. The Ministry will continue to enhance and add information to the application, providing a new and valuable service to anglers.

The ministry is working with the federal government to establish an Invasive Species Centre at the Great Lakes Forestry Centre in Sault Ste. Marie. The centre will promote cooperation, collaboration and efficiencies in invasive species management and help coordinate provincial, national and international efforts to address the spread of invasive species and the negative effects they can have on the health of Ontario's ecosystems and economy.

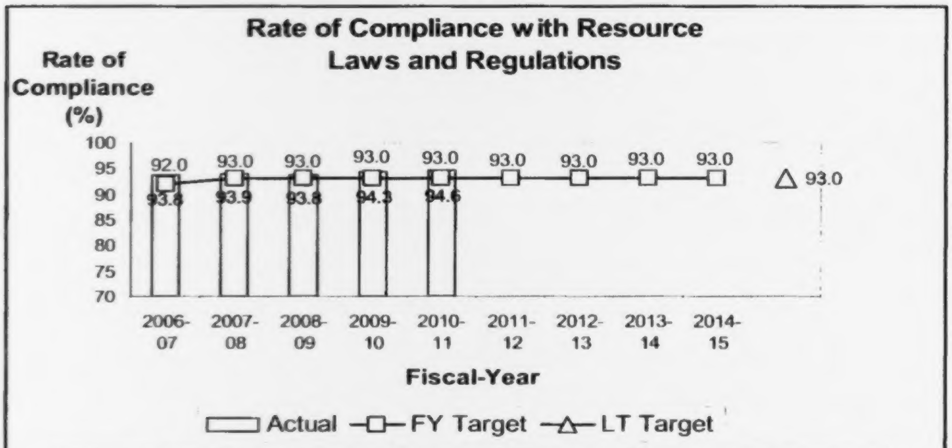
The ministry will continue to be vigilant in controlling rabies and other fish- and wildlife-borne diseases. Although the raccoon rabies strain has been eliminated from Ontario, monitoring will continue. To control Ontario fox strain rabies, the ministry will continue its vaccine bait distribution program using Ontario's rabies vaccine, ONRAB®.

The ministry is leading the government's response to the past use of the herbicide 2,4,5-T by ministries and agencies in Ontario and has set up an Independent Fact-Finding Panel.

The ministry will implement an automated licensing system that makes fish and wildlife licences available through the Internet, an automated toll-free phone system and Point of Sale terminals at licence issuers and Service Ontario counters. A pilot project will run in the fall with full implementation of the system expected in the winter of 2011-12.

The ministry will continue to manage Ontario's commercial and recreational fisheries to ensure they provide sustainable ecological and economic benefits. It will complete construction work on the substation at Normandale Fish Culture Station and begin work on the main station. Fish culture stations will provide about eight million fish for stocking purposes.

The ministry continues to deliver professional law enforcement to protect Ontario's natural resources for present and future generations. The rate of compliance with resource laws and regulations has remained relatively constant at over 92 per cent since 2003-04.



The result of maintaining a high compliance rate is an increased awareness of resource laws and regulations, enhanced management of native fish and wildlife species, compliance with natural resources licensing and allocation, and continued public safety.

Natural Heritage and Protected Area Management

The ministry will continue implementation of the Provincial Parks and Conservation Reserves Act and regulations to enhance protection and ecological integrity of Ontario's provincial parks and conservation reserves.

Guidelines to support the new Ontario's Protected Areas Planning Manual will be released to the public. The ministry will also release the first State of Ontario's Protected Areas Report.

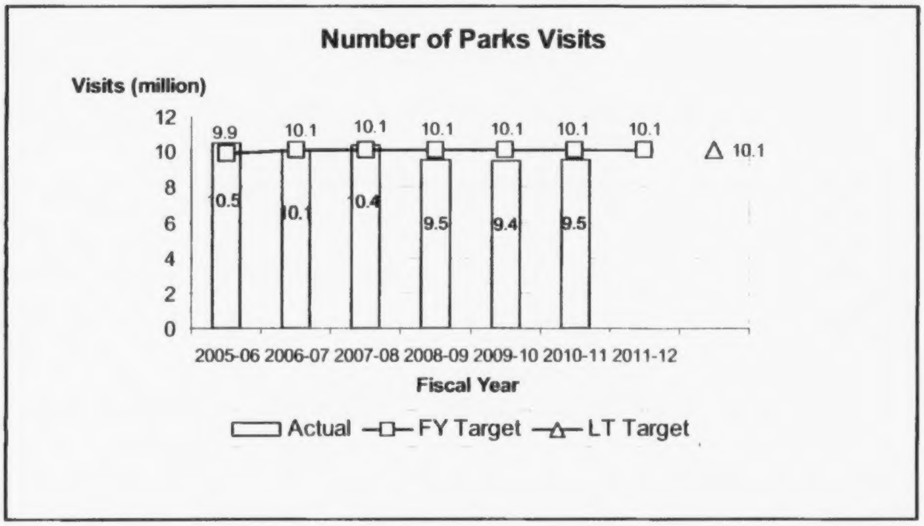
The ministry will continue to expand partnerships to conserve natural spaces, and make it easier for southern Ontario landowners to voluntarily protect and restore natural areas on private property.

Stewardship will continue to be promoted across the province. Through resource stewardship, the ministry safeguards the public interest in Ontario's resources and acts as the steward of our natural legacy.

The ministry is finalizing a number of park management plans. The management planning process for the Spanish River Signature Site Park and Nagagamisis Provincial Park will take place in 2011-12. The Wabakimi and Quetico Provincial Park Management Plan processes will continue.

Ontario Parks will continue to invest in park infrastructure to improve public safety and enhance the recreational and educational experience for visitors.

Parks visits have averaged 10 million visits per year since 2005-06. Park visitation was up 87,265 visitors in 2010-11 compared to 2009-10. While there was an increase in day use of 7.4 per cent, camping was down by 3.6 per cent. Total park visitation in 2010-11 was 9,534,678, which is below the previous five-year average.



Crown Land, Water and Non-Renewable Resource Management

The ministry will develop a water management framework to clarify its role relative to other Ontario ministries dealing with water. Administering the Conservation Authorities Act, the Lakes and Rivers Improvement Act, providing technical and policy advice about water budgeting, surface water monitoring and the regulation of water levels on inland waters (dam management and operations) are important components of the ministry's water mandate. It is also the lead for ensuring healthy aquatic ecosystems.

The Ministry will provide policy and program advice to a number of government and stakeholder initiatives, such as:

- dam management guidelines, including public safety around dams

- Conservation Authorities Liaison Committee to address Open for Business commitments to the building industry
- binational Great Lakes initiatives, such as implementing the Great Lakes Charter Agreement through regulations under the Ontario Water Resource Act, including consumptive use, baseline and cumulative effects guidelines for the draft Intra-basin Transfer Regulation
- Great Lakes and St Lawrence Cities Initiative
- Great Lakes Water Quality Agreement renegotiation
- Canada-Ontario Agreement Respecting the Great Lakes Ecosystem
- renegotiation and participation in both the Lake Ontario and St. Lawrence River Regulation plan review and the Upper Great Lakes Water Levels Regulation Study of the International Joint Commission.

The ministry will develop a plan to make aggregates development in Ontario more environmentally and economically sustainable. The ministry will be releasing a response to the State of the Aggregate Resource in Ontario Study, following a careful review of the study and of the recommendations of the Advisory Committee.

The ministry will work on the remediation of the Mid-Canada Line radar sites under a cost-sharing agreement with the federal government. It will also begin work on the cleanup of the Hawkesbury lagoon. Work will continue to decommission abandoned oil and gas wells in the province to ensure protection of the environment and local residents.

The ministry will continue to provide leadership and program delivery in the development and application of geographic information for natural resource management and decision-making, such as the protection of the boreal forest in Ontario's Far North and preservation of natural heritage in southern Ontario. The ministry will also contribute to the government's Information and Information Technology initiative by making land information available through a suitable infrastructure.

Renewable Energy
The ministry will continue to work with the ministries of Energy and Environment to implement the Green Energy Act and facilitate increased energy generation from wind, water, bio-energy and other opportunities. It will implement a strategic policy approach on how Crown land is used to support provincial renewable energy targets. The ministry will also continue to work with industry, stakeholders, communities and the public to foster environmentally sound renewable energy development, advance science and research and facilitate community economic benefits.

Forest Management
The ministry will continue to provide leadership and oversight in the sustainable management of Ontario's Crown forests. The ministry will enhance its focus on forest renewal efforts through a number of initiatives, including ongoing improvements to the operation of the Forest Renewal and Forestry Futures Trusts in maintaining the

sustainability of Ontario's Crown forests and the continued development of revised silviculture guides.

The ministry intends to release for public review and to finalize the draft Forest Management Guide for Boreal Landscapes, which provides direction on ecosystem-based management approaches for forest managers. The Independent Forest Audit approach, which addressed compliance and effectiveness of forest management activities, will also be reviewed. Fourteen independent forest audits will be undertaken by third-party auditors. The State of the Forest Report and the Forest Resources of Ontario will be finalized in 2011-12.

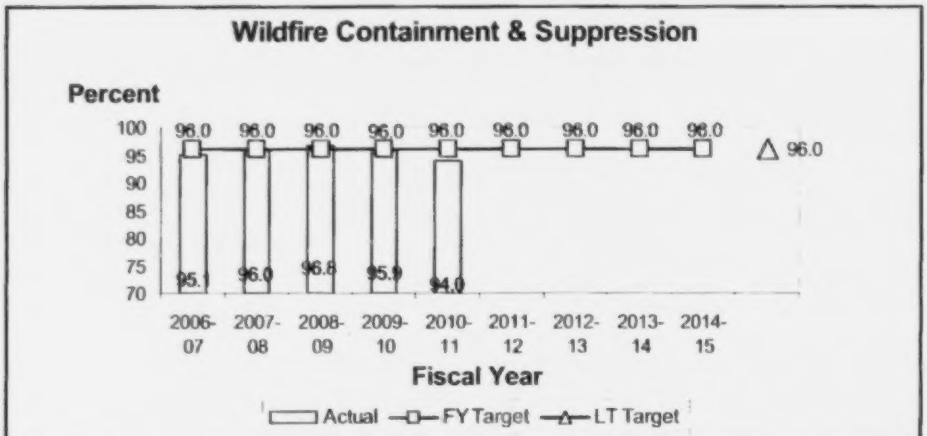
The ministry will also support the efforts of the Ministry of Northern Development, Mines and Forestry as it provides for a more competitive forest industry in Ontario through the forest tenure and pricing review. It will support government-wide effort related to climate change, with an emphasis on managing carbon through forest management practice. It will provide information and technical support to the current review of the use of the herbicide 2,4,5-T in Ontario.

Emergency and Forest Fire Management

The ministry will maintain the protection of people, property and communities from forest fires, floods and other natural-resource emergencies. Construction on the new Dryden Aviation and Aerial Fire Operations building will be completed, with occupancy planned for summer 2011. The ministry will continue to invest in the modernization of fire management facilities in Armstrong, Haliburton, North Bay, Ranger Lake, Crocker Lake, Red Lake and Thunder Bay.

The ministry will continue to implement an emergency management program meeting the requirements of the Emergency Management and Civil Protection Act while advancing the program to a comprehensive level. Construction will begin in Sault Ste. Marie on a $6.2-million state-of-the-art flight training centre for pilots of CL-415 heavy water bombers. This facility will save money as pilots will no longer need to travel to Quebec for training.

Ministry Wildfire Containment and Suppression has been above 94 per cent since 2003-04. Wildfire Containment and Suppression shows the percentage of fires that were under control by 12:00 local time the day after they were reported to the ministry or held to four hectares or less in size.



Fire fighting prevents the loss of life, resources and property due to forest fires. The graph shows the percentage of fires that were either in a condition of "being held" by 12:00 local time the day after they were reported to MNR or were 4.0 hectares or less in size.

Land and Resources Information and Information Technology (I&IT) Cluster

The mandate of the Land and Resources I&IT Cluster is to provide and manage strategic services in the lifecycle management of its five client ministries' IM&IT assets, and to offer and manage the delivery of a comprehensive set of IM&IT products and services to the ministries. The cluster serves the following ministries, which work collaboratively with LRC to achieve this mandate: Natural Resources; Aboriginal Affairs; Agriculture, Food and Rural Affairs; Environment; and Northern Development, Mines and Forestry.

The cluster:

- seeks opportunities across the ministries to streamline and leverage solutions and services to maximize business value
- provides business solutions that deliver results
- executes responsibilities with a focus on maintaining and/or increasing overall service levels at the overall lowest possible per unit costs for IM&IT products or services
- leverages and optimizes the use of both human and capital resources
- ensures that its activities support MAA, OMAFRA, MOE, MNR and MNDMF, and take into consideration the overall IM&IT direction set out by the Office of the Corporate Chief Information Officer (OCCIO) and other recognized corporate IM&IT governance bodies
- provides stewardship of the IM&IT assets.

Corporate Management

The ministry's administration program provides the corporate focus to advance the OPS modern controllership agenda. The program:

- supports the ministry so that it can effectively deliver on results, priorities and core programs while remaining within its financial and human resource allocation

- leads enhanced accountability in MNR through strengthened internal controls such as effective application of Directives, Delegation of Authority and cost containment strategies
- leads controllership initiatives to support compliance with government Directives related to Transfer Payments, Special Purpose Accounts, Procurements and Agencies, Boards and Commissions
- leads organizational excellence through leadership renewal, engaged staff and an inclusive, diverse, healthy and safe workplace
- develops strategies and guidelines that support innovation and actions to green ministry operations, aligned with government direction and MNR's role as a conservation organization, and
- leads the corporate strategic business planning and reporting to support government decision-making.

Table 1: Key Performance Measures and Achievements

Performance Measures	2008-09 Achievement	2009-10 Achievement	2010-11 Target*	2011-12 Target
Rate of compliance with resource laws and regulations	93.8%	94.3%	94.6% (actual)	93.0%
Wildfire containment and suppression	96.8%	95.9%	94.0% (actual)	96.0%
Number of acres and total percentage of Ontario's land and water area formally identified for a level of protection equivalent to regulation	5,667,687 acres or 2.1% (baseline)	5,668,687 acres or 2.1%	5,669,687 acres or 2.1%	5,670,687 acres or 2.1%
Percentage of Independent Forest Audits recommending Sustainable Forest Licence extension (without conditions)	100%	80%	100% (actual)	85%
Number of Crown Land Renewable Energy Projects Requiring MNR Authorizations (review, permits, tenure)** (NEW for 2011-12)	n/a	n/a	30***	58
Number of Private Land Renewable Energy Projects Requiring Review, Confirmation Letter, and Comments for Renewable Energy Approval or Class Environmental Assessment** (NEW for 2011-12)	n/a	n/a	98***	201

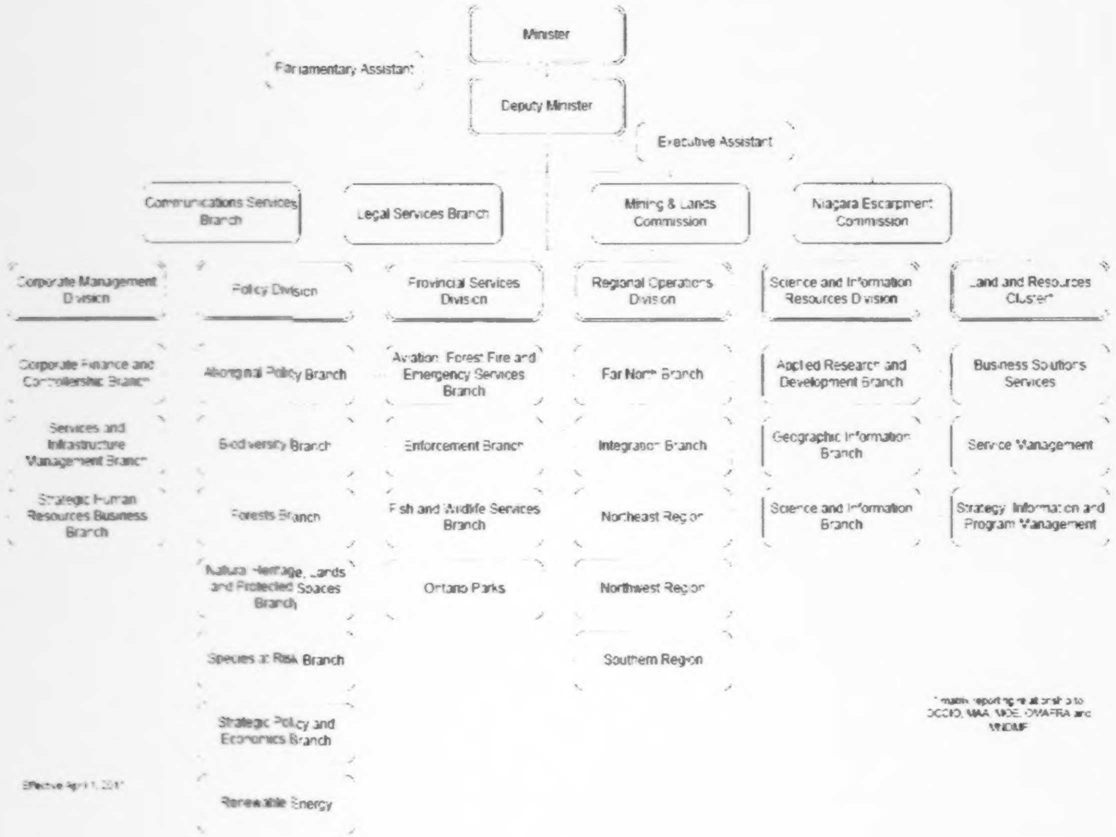
* 2010-11 achievement data are usually not available at time of printing. Those that were available are marked as "actual."

** Estimates represent projects currently contracted under the Feed-in Tariff (FIT) program, as well as other procurement types - Renewable Energy Standard Offer Program (RESOP) and Renewable Energy Supply 1, 2, 3. They do not reflect the unknown potential future workload that will result from the Ontario Power Authority's biannual review of Economic Connection Test projects that will likely result in more FIT contracts. This additional workload will be quantified in out-year targets in future RbP submissions, as required.

*** The 2010-11 baseline numbers are an estimate of the workload that can be reasonably expected.

Ontario

Ministry Organization Chart


Minister
Parliamentary Assistant
Deputy Minister
Executive Assistant
Communications Services Branch
Legal Services Branch
Mining & Lands Commission
Niagara Escarpment Commission
Corporate Management Division
Corporate Finance and Controllership Branch
Services and Infrastructure Management Branch
Strategic Human Resources Business Branch
Policy Division
Aboriginal Policy Branch
Biodiversity Branch
Forests Branch
Natural Heritage, Lands and Protected Spaces Branch
Species at Risk Branch
Strategic Policy and Economics Branch
Renewable Energy
Provincial Services Division
Aviation, Forest Fire and Emergency Services Branch
Enforcement Branch
Fish and Wildlife Services Branch
Ontario Parks
Regional Operations Division
Far North Branch
Integration Branch
Northeast Region
Northwest Region
Southern Region
Science and Information Resources Division
Applied Research and Development Branch
Geographic Information Branch
Science and Information Branch
Land and Resources Cluster*
Business Solutions Services
Service Management
Strategy, Information and Program Management

Effective April 1, 2011

* matrix reporting relationship to OCCIO, MAA, MOE, OMAFRA and MNDMF

Legislation

Aggregate Resources Act

- Regulates the operation of pits and quarries in designated parts of Ontario and the disposition of Crown owned aggregate.

Algonquin Forest Authority Act

- Establishes a Crown corporation known as the Algonquin Forestry Authority to harvest Crown timber in Algonquin Provincial Park and public lands adjacent to the park, to sell the logs and also to carry out other such activities as authorized by the Minister of Natural Resources.

Algonquin Provincial Park Extension Act, 1960-61

- Adds the public lands in the Geographic Townships of Bruton and Clyde in the Provincial County of Haliburton to the park; hunting is still permitted in the added lands.

An Act for the Settlement of Certain Questions between Governments of Canada and Ontario Respecting Indian Reserve Lands, 1891

- Permitted the Ontario government to enter into an agreement with the government of Canada to settle certain questions relating to the provision of Indian reserve land in the area that was the subject of the Northwest Angle Treaty (Treaty No. 3).

An Act to Confirm the Title of the Government of Canada to Certain Lands and Indians Lands, 1915

- Act by which the Ontario government transferred to the government of Canada certain lands to be set apart as Indian reserve lands in the area that was the subject of the Northwest Angle Treaty (Treaty No. 3).

Arboreal Emblem Act

- Adopts the Eastern White Pine as the arboreal emblem of Ontario.

Avian Emblem Act, 1994

- Adopts the common loon as the avian emblem of Ontario.

Beds of Navigable Waters Act

- Legislation relating to title in the beds of navigable waters.

Conservation Authorities Act

- Provides for the establishment of conservation authorities for the purpose of establishing and undertaking programs designed to further the conservation, restoration, development and management of natural resources in their area of jurisdiction.

Conservation Land Act

- Provides for the establishment of grant programs to promote the recognition, encouragement and support of the stewardship or conservation of certain lands, and for the making of easements for conservation.

Crown Forest Sustainability Act, 1994

- Provides for the sustainability of Crown forests and the management of Crown forests to meet the social, economic and environmental needs of present and future generations of Ontario.

Endangered Species Act, 2007

- This act came into effect on June 30, 2008. Provides for protection and recovery of species at risk and their habitats through science-based listing, automatic protection of species and their habitat, mandatory requirements for recovery strategies and management plans and government accountability through reporting requirements.

Far North Act, 2010

- Provides for the development of community based land use plans initiated by First Nations designating permitted land uses.

Fish and Wildlife Conservation Act, 1997

- Provides for the conservation and management of wildlife and fish resources, including the protection of game wildlife and specially protected wildlife as defined in the act.

Fish Inspection Act

- Authorizes inspection of fish storage and processing establishments. Regulations under the act provide standards for quality and labelling of canned and frozen fish, as well as operating and equipment requirements for establishments.

Fisheries Act (Canada) – Ontario Fishery Regulations

- The Ontario Fishery Regulations made under this act relate to open seasons for angling and commercial fishing and the licences required.

Fisheries Development Act (Canada)

- Allows the federal Department of Fisheries and Oceans to undertake projects to enhance fishery resources in order to develop the commercial fisheries of Canada.

Fisheries Loans Act

- Provides for loans to persons carrying on the business of commercial fishing or any other business dependent on fishing in waters where fishing has been prohibited due to contaminated fish caused by polluted waters.

Forest Fires Prevention Act

- Prohibits activities that cause or promote forest fires, and allows the ministry to put in place restrictions, such as restricted fire zones and restricted travel zones during fire emergencies, to help prevent forest fires.

Forestry Act

- Under this Act, the Minister enters into agreements with landowners, such as municipalities and conservation authorities, to manage forest lands. The Minister may also establish programs for the encouragement of forestry.

Forestry Workers Lien for Wages Act

- Provides a lien and an enforcement procedure for forestry workers to ensure payment of wages.

Freshwater Fish Marketing Act (Ontario)

- Complements the Freshwater Fish Marketing Act (Canada). Through these acts and the federal-provincial agreement, the Freshwater Fish Marketing Corporation, established under the federal act, is the sole purchaser of commercial fish in a defined area in Northwestern Ontario.

Gas and Oil Leases Act

- Sets out the procedure for declaring a gas or oil lease void.

Heritage Hunting and Fishing Act, 2002

- Recognizes the right to hunt and fish recreationally in accordance with Ontario laws and created the Fish and Wildlife Heritage Commission to provide advice to the Minister of Natural Resources on fish and wildlife related initiatives.

Indian Lands Act, 1924

- Passed by the Legislature of Ontario and the Parliament of Canada to deal with certain questions relating to the administration and control of Indian reserve land, surrendered Indian reserve land in Ontario and mineral rights on reserve.

Indian Lands Agreement (1986) Confirmation Act, 2010

- Confirms the 1986 Indian Lands Agreement between the governments of Canada and Ontario which authorizes the parties and any Indian band to enter into specific agreements relating to such matters as those dealt with under the Indian Lands Act, 1924, disposition of lands or natural resources, minerals and hydro powers.

Industrial and Mining Lands Compensation Act

- Provides for agreements between the owner or operator of a mine and the owner or lessee of any land for payment of compensation for any damage or injury resulting, or likely to result, to the land or to its use and enjoyment from the operation of the mine.

Kawartha Highlands Signature Site Park Act, 2003

- Provides for the protection of the ecological integrity of the Kawartha Highlands Signature Site Park and ensures that the policies governing the park will protect its natural and cultural values, maintain its traditional uses and provide the opportunity for recreational activities that are compatible with the natural heritage values and semi-wilderness character of the park.

Lake of the Woods Control Board Act, 1922

- Complementary to a Federal Act of 1921. Deals with the regulation of the water levels of the Winnipeg River, the English River, Lac Seul and Lake St. Joseph.

Lakes and Rivers Improvement Act

- Provides for the use of the water of lakes and rivers and regulates improvements in them and gives the Minister discretionary powers relating to the repair, reconstruction and removal of dams, maintenance of water levels, and regulation of use of waters or works.

Migratory Birds Convention Act (Canada) – Ontario Regulations

- Open seasons for migratory birds are set under this act.

Mineral Emblem Act

- Adopts the amethyst as the mineral emblem of the Province of Ontario.

Mining Act (s. 99, 100, 101, 102, 154)

- Part IV of the act deals with exploration licences for oil and gas, leases for production of oil and gas and storage leases for the temporary storage of hydrocarbons in underground formations. The Minister of Natural Resources administers sections 99 to 102 (oil and natural gas) and section 154 (brine wells).

Ministry of Natural Resources Act

- Created the Ministry of Natural Resources by amalgamating the former Department of Lands and Forests and Department of Mines and Northern Affairs. (A separate Ministry of Northern Development and Mines was established in 1985.) The act provides for the appointment of a Mining and Lands Commissioner and advisory committees.

Niagara Escarpment Planning and Development Act

- Establishes the Niagara Escarpment Plan and Commission and provides for the maintenance of the Niagara Escarpment and land in its vicinity substantially as a continuous natural environment where only compatible development occurs.

North Georgian Bay Recreational Reserve Act, 1962-63

- Establishes the North Georgian Bay Recreational Reserve, provides for the planning and development of the reserve and the appointment of a committee to advise the Minister.

Oil, Gas and Salt Resources Act, 1997

- Sets out requirements for various aspects of oil and natural gas exploration, drilling and production and provides for the making of regulations respecting oil and gas conservation and the safe operation of drilling and production facilities.

Ontario Geographic Names Board Act

- Provides for the establishment of a Geographic Names Board for Ontario having the duty to gather information respecting the names of places and geographical features, make recommendations, collaborate with the Geographical Names Board of Canada, and provide information to government departments.

Professional Foresters Act, 2000

- Regulates the practice of professional forestry in Ontario.

Provincial Parks and Conservation Reserves Act, 2006

- Provides for the establishment of provincial parks and conservation reserves and their management. Parks may be classified as a natural environment park, a nature reserve park, a wilderness park, a recreational park, a waterways park or a historical park.

Public Lands Act

- Provides for the disposition and management of Crown land, the administration of roads on Crown land, the administration and control of the construction and maintenance of dams, and the granting of water powers and privileges.

Seine River Diversion Act, 1952

- Confirms the partial diversion of the Seine River and authorizes the completion and operation of the diversion by Steep Rock Iron Mines Limited.

Steep Rock Iron Ore Development Act, 1949

- Authorizes a water power lease and various agreements between Ontario, the Hydro-Electric Power Commission of Ontario, the Ontario-Minnesota Pulp and Paper Company and Steep Rock Iron Mines Limited respecting supply of power, maintenance and operation of certain dams and of the Seine diversion, and dam construction.

Surveyors Act

- Establishes the Association of Ontario Land Surveyors, regulates the practice of professional land surveying, and prescribes the rules governing membership and conduct.

Surveys Act

- Prescribes the methods and monuments to be used in performing surveys of land.

Wild Rice Harvesting Act

- Governs the harvesting of rice on Crown land.

Wilderness Areas Act

- Provides for the preservation of areas having some unique features

Agencies, Boards and Commissions

The Agencies, Boards and Commissions that report to or have appointments made by the Ministry of Natural Resources are listed below with a brief summary. A classified agency, though established by the government, is not considered part of the ministry. However, the government appoints the majority of its members, assigns responsibility to perform a public function and holds the agency to account.

Algonquin Forestry Authority (Classified Agency)

The Algonquin Forestry Authority is responsible for forest management, including timber harvesting, in Algonquin Park. The Authority sorts, sells and delivers harvested logs to regional mills. It also may advise on, undertake and carry out forestry, land-management and other programs and projects as the Minister may authorize.

Committee on the Status of Species at Risk in Ontario (Classified Agency)

The Committee on the Status of Species at Risk in Ontario is responsible for assessing and classifying species that may be at risk in Ontario.

Council of the Association of Ontario Land Surveyors

The Council of the Association of Ontario Land Surveyors regulates the practice of professional land surveying and governs the profession in accordance with the Surveyors Act, its regulations and bylaws.

Council of the Ontario Professional Foresters Association

The Ontario Professional Foresters Association regulates the practice of professional forestry, and all foresters must be members in order to practise in the province. The governing council manages, administers and oversees the functioning of the association.

Fish and Wildlife Heritage Commission (Classified Agency)

Established under the Heritage Hunting and Fishing Act, the Fish and Wildlife Heritage Commission makes recommendations to the minister on ways to encourage people to value our fish and wildlife resources, promote more participation in conservation and other programs, and to search out new fish- and wildlife-related opportunities.

Freshwater Fish Marketing Corporation

Established under the federal Freshwater Fish Marketing Act, the Corporation is the buyer, processor and marketer of freshwater fish from Manitoba, Saskatchewan, Alberta, Northwest Territories, and part of Northwestern Ontario (the area north and west of Thunder Bay). It markets and trades in fish, fish products and fish by-products for export abroad and among the provinces.

Kawartha Highlands Signature Site Park Management Advisory Board (Classified Agency)

The Board was established under the Kawartha Highlands Signature Site Park Act and provides advice to the minister on the planning and management of the park.

Lake of the Woods Control Board

The Lake of the Woods Control Board regulates the water levels in the Lake of the Woods, Lac Seul and in the Winnipeg and English Rivers between the lake outlets and their confluence.

Niagara Escarpment Commission (Classified Agency)

The Niagara Escarpment Commission administers the provincial Niagara Escarpment Plan through promoting the objectives of the plan; processing and making decisions on development permit applications and making recommendations on plan amendments.

Ontario Geographic Names Board (Classified Agency)

The Ontario Geographic Names Board manages and defines the treatment of 220,000 official geographic names of places and geographical features in Ontario.

Ontario Moose-Bear Allocation Advisory Committee (Classified Agency)

The Ontario Moose-Bear Allocation Advisory Committee advises the minister on the allocation of moose among tourist outfitters and on the issues arising from the allocation of black bear management areas of tourist operators.

Ontario Parks Board of Directors (Classified Agency)

The Directors of the Ontario Parks Board provide advice on planning, management and development of the provincial park system.

Ottawa River Regulation Planning Board

The Ottawa River Regulation Planning Board is a partnership among Canada, Quebec and Ontario to formulate and review policies that will lead to integrated management of the reservoirs in the Ottawa River basin.

Rabies Advisory Committee (Classified Agency)

The Rabies Advisory Committee advises on the scientific steps necessary for developing a successful rabies research and response program, which includes developing suitable vaccines and systems for vaccinating wild animal populations.

Species at Risk Program Advisory Committee (Classified Agency)

The Species at Risk Program Advisory Committee provides advice on matters related to implementation of the species at risk program, other than matters addressed by the Committee on the Status of Species at Risk in Ontario.

Wildlife Rehabilitation Advisory Committee (Classified Agency)

The Wildlife Rehabilitation Advisory Committee provides advice to the Minister on matters related to:

i. the rehabilitation of sick, injured and orphaned wildlife, excluding matters related to animal welfare addressed under the *Ontario Society for the Prevention of Cruelty to Animals Act*;
ii. return of rehabilitated wildlife to the wild;
iii. disposition of wildlife that are not releasable to the wild;
iv. human-wildlife conflict, as it relates to wildlife rehabilitation;
v. regulations and policies related to the matters identified in (i) to (iv); or
vi. such other matters as the Minister may specify.

The Wildlife Rehabilitation Advisory Committee was established under the *Fish and Wildlife Conservation Act,* as an advisory agency. The Committee has been established for a three-year period. At the end of that time, the need for continuation of the Committee will be examined, and if the Minister wishes to have it continue, the Ministry will seek approval from Management Board to do so. There are currently 11 members appointed to the committee, including a Chair and Vice Chair.

Table 2: Expenditure and Revenue Data for Agencies, Boards, Commissions

Name	2011-12 Estimates		2010-11 Interim Actuals	
	Expenditure $	Revenue $	Expenditure $	Revenue $
Algonquin Forestry Authority	21,250,000	21,000,000	20,096,000	19,574,000
Committee on the Status of Species at Risk in Ontario	30,000	0	28,000	0
Council of the Association of Ontario Land Surveyors	30,000	0	15,700	0
Council of the Ontario Professional Foresters Association	21,000	0	20,904	0
Fish and Wildlife Heritage Commission	45,000	0	19,743	0
Freshwater Fish Marketing Corporation	2,400	6,400	2,000	6,343
Kawartha Highlands Signature Site Park Management Advisory Board	8,000	0	6,000	0
Lake of the Woods Control Board	7,000	6,000,000	6,500	5,000,000
Niagara Escarpment Commission	2,419,400	0	2,529,061	165
Ontario Geographic Names Board	10,000	0	9,251	0
Ontario Moose-Bear Allocation Advisory Committee	12,500	0	15,243	0
Ontario Parks Board of Directors	11,500	0	7,450	0
Ottawa River Regulation Planning Board	50,000	12,500,000	41,857	12,266,802
Rabies Advisory Board	4,500	0	2,500	0
Species at Risk Program Advisory Committee	15,000	0	8,660	0
Wildlife Rehabilitation Advisory Committee	15,000	0	0	0

Note: Expenditure and revenue reported in this table are also reported as part of the ministry's overall expenditure and revenue.

MINISTRY FINANCIAL INFORMATION

The following graph depicts the Ministry's planned 2011-12 expenditures by activity.

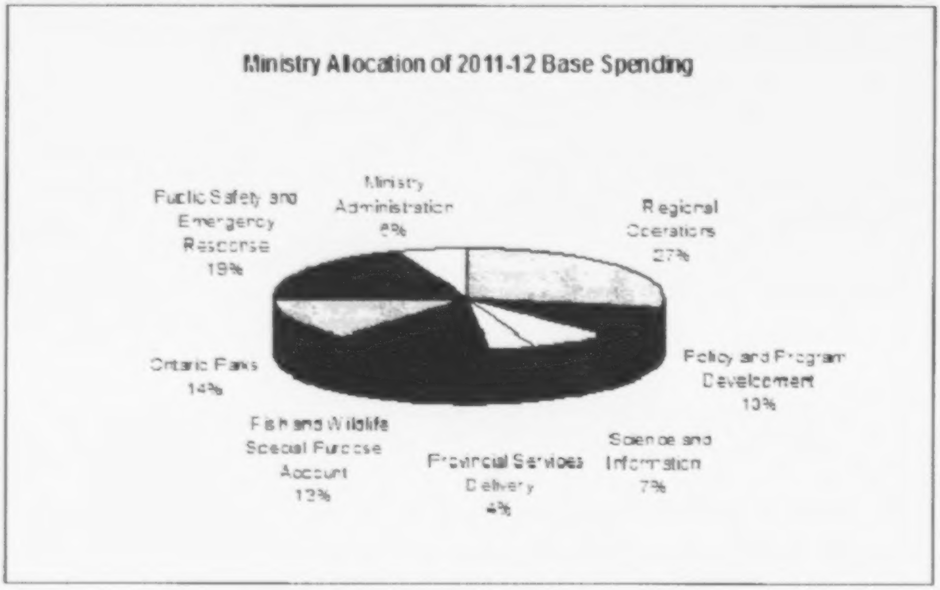


Table 3: Ministry Planned Operating Expenditures by Activity 2011-12

Activity Name	Ministry Planned Expenditures ($M)*
Regional Operations	$149.0
Public Safety and Emergency Response	$101.2
Ontario Parks	$74.8
Fish and Wildlife Special Purpose Account	$68.3
Policy and Program Development	$52.9
Science and Information	$36.6
Provincial Services Delivery	$20.2
Ministry Administration	$32.7
Land and Resources Information Technology Cluster (spends and recovers $80.5 million for a net nil balance)	$0.0
Total Planned Expenditures by Activity	$535.8

Table 4: Ministry Planned Total Expenditures 2011-12

	Ministry Planned Expenditures ($M)*
Operating	$535.8
Capital	$67.4
TOTAL	$603.2

*All amounts may not add correctly due to rounding.

MINISTRY OF NATURAL RESOURCES
Table 5: Operating and Capital Summary by Vote

The Ministry envisions a healthy environment that is naturally diverse and supports a high quality of life for the people of Ontario through sustainable development.
The Ministry's mission is to manage our natural resources in an ecologically sustainable way to ensure that they are available for the enjoyment and use of future generations.
Ecological sustainability focuses on safeguarding the province's natural capital and nature's capacity to renew itself. It is directed towards resource management practices that protect and maintain nature's capacity to renew itself and generate sufficient natural "interest" to meet Ontarians' present and future needs.

	Estimates 2011-12 $	Change from Estimates 2010-11 $	%	Estimates 2010-11 * $	Interim Actuals 2010-11 * $	Actuals 2009-10 * $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	32,673,100	(416,200)	(1.3)	33,089,300	36,117,300	33,935,970
Natural Resource Management	324,067,800	8,931,800	2.8	315,136,000	331,981,400	337,614,915
Public Protection	103,739,300	(1,315,500)	(1.3)	105,054,800	135,225,100	110,010,051
Land and Resources Information & Information Technology Cluster	1,000	-	-	1,000	1,000	1,000
Less: Special Warrants	-			-	-	-
Total Operating and Capital Expense to be Voted	**460,481,200**	**7,200,100**	**1.6**	**453,281,100**	**503,324,800**	**481,561,936**
Special Warrants	-	-		-	-	-
Statutory Appropriations	10,348,014	2,870,800	38.4	7,477,214	7,477,200	3,106,367
Ministry Total Operating & Capital Expense	470,829,214	10,070,900	2.2	460,758,314	510,802,000	484,668,303
Consolidation & Other Adjustments - Fish & Wildlife Special Purpose Account	68,289,000	2,605,700	4.0	65,683,300	67,683,300	64,205,000
Consolidation & Other Adjustments - Ontario Parks Special Purpose Account	64,063,000	2,680,800	4.4	61,382,200	68,145,200	63,064,478
Other Consolidations (non-Special Purpose Account)	-	-		-	-	12,318,039
Total Including Consolidation & Other Adjustments	**603,181,214**	**15,357,400**	**2.6**	**587,823,814**	**646,630,500**	**624,255,820**
OPERATING AND CAPITAL ASSETS						
Natural Resource Management	33,552,400	7,451,800	28.6	26,100,600	26,100,600	20,063,752
Public Prtoection	10,541,600	(7,007,300)	(39.9)	17,548,900	17,548,900	14,721,319
Land and Resources Information & Information Technology Cluster	600,000	-	-	600,000	600,000	132,640
Less: Special Warrants	-	-		-	-	-
Total Operating and Capital Assets to be Voted	**44,694,000**	**444,500**	**1.0**	**44,249,500**	**44,249,500**	**34,917,711**
Special Warrants	-	-		-	-	-
Statutory Appropriations	-	-		-	-	-
Total Assets	**44,694,000**	**444,500**	**1.0**	**44,249,500**	**44,249,500**	**34,917,711**

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Note: Commencing in 2009-10, the Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between 2011-12, 2010-11, and 2009-10 may not be meaningful.

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The ministry marked 2010, the International Year of Biodiversity, in a number of ways. It supported the Ontario Biodiversity Council in developing the 2010 State of Biodiversity Report, which was released in May. The report helped fulfil Ontario's commitments to report under Ontario's Biodiversity Strategy, the Canadian Biodiversity Strategy and the UN Convention on Biological Diversity. The ministry partnered with the Royal Ontario Museum to offer "The Slice of Life", a multi-platform program to raise awareness of Ontario's biodiversity. It also hosted "Invisible Cities – An Urban Biodiversity Conference" to engage architects, urban planners, scientists and the media on how to manage biodiversity in an increasingly urban world.

In 2010-11, the ministry continued to work with Trees Ontario to plant 50 million trees in southern Ontario by 2020. Trees Ontario planted another 2 million trees in 2010 for a total of 8 million trees planted to date.

The ministry worked with the ministries of Energy and Environment to implement the Green Energy Act and to support renewable energy development opportunities and natural heritage on private and Crown lands.

The ministry moved ahead with implementation of Ontario's Endangered Species Act. In 2010-11, nine more recovery strategies were published for a total of 30 strategies completed to date. The ministry consulted on a proposed approach to caribou habitat protection. The Crown Forest Sustainability Act was amended to streamline implementation of the Endangered Species Act in forest management plans.

In addition, $3.6 million in funding was distributed to 113 projects through grants with numerous organizations as part of the province's Species at Risk Stewardship Fund. Projects helped to protect and recover species at risk and their habitats. Also, $800,000 in funding was distributed through the Species at Risk Farm Incentive Program to 133 stewardship projects addressing best management practices on privately owned agriculture lands that support the protection and recovery of species at risk and their habitats.

Work continued on the construction of an Invasive Species Centre at the federal government's Great Lakes Forestry Centre in Sault Ste. Marie. The ministry, along with Fisheries and Oceans Canada, held the second multi-agency "table top exercise" to test Ontario and Canada's state of readiness for a confirmed case of Asian carp in Ontario waters.

In 2010-11, the ministry added a total of 556 hectares to seven existing provincial parks in Ontario's system of parks and protected areas. The ministry approved the management plan for Komoka Provincial Park and continued to make progress on the Wabakimi and Quetico Provincial Park Management Plan processes. It also advanced the planning process to prepare management direction for an additional 10 provincial parks. The planning process for the Spanish River Signature Site Park and Nagagamisis Provincial Park was deferred until 2011-12.

Guidelines to support the new Ontario's Protected Areas Planning Manual were drafted in preparation for release to the public. Also, the ministry finalized the first State of Ontario's Protected Areas Report. The first five-year review of the Class Environmental Assessment for Provincial Parks and Conservation Reserves was submitted to the Ministry of the Environment.

The Far North Act was passed by the Legislature and received Royal Assent on October 25, 2010. The legislation will see Ontario protect at least 225,000 square kilometres of the Far North boreal region and allow for sustainable development of the region's natural resources. One First Nation has an approved plan and four First Nations posted their draft plans for public review. Another four First Nation communities are taking important steps towards the preparation of a community based land use plan, and 25 other First Nation communities are engaged in discussions with the province regarding land use planning.

The Ministry worked on developing and implementing key policy supporting legislation related to water quality, water quantity and protecting dependent natural ecosystems in Ontario and the Great Lakes by working with the federal government, bi-national commissions, partners and stakeholders. Among others, these include:

- The Great Lakes-St Lawrence River Basin Sustainable Water Resources Agreement signed by Ontario, Quebec and the eight Great Lakes States
- The extension of the Canada-Ontario Agreement Respecting the Great Lakes Basin ecosystem
- Supporting Canada in the re-negotiation of the Great Lakes Water Quality Agreement with the U.S.
- Working with through the International Joint Commission on a new Lake Ontario St. Lawrence River regulation and Order governing water levels
- Developing a Draft Response Plan for a potential discovery of Asian carp in Ontario waters.

The ministry is leading an $85-million six-year plan with local First Nation communities to clean up 16 abandoned radar sites that are part of the mid-Canada line dating back to the Cold War. In 2010, the province signed agreements with the Weenusk First Nation for more than $11 million of the $41-million overall cost of cleaning up Site 500, the largest of the sites.

The ministry continued its successful rabies management programs in 2010. Research focused on the continued development of the oral rabies vaccine known as ONRAB® and its implementation in a fifth year of field trials. Approximately 870,000 baits containing ONRAB® were distributed in Ontario this year. The province continues to be free of the raccoon rabies strain, and there were only 10 cases of terrestrial rabies diagnosed in Ontario this year, all in skunks. This marks the lowest number of cases of Ontario fox strain rabies in the province since rabies became established in Ontario in 1958.

In 2010, the ministry provided unprecedented support to Quebec, Manitoba, Saskatchewan, the Northwest Territories and, most extensively, British Columbia during the very active fire season from the end of July to mid-September. About 750 forest fire staff were sent to assist these jurisdictions in the third largest out of province effort in Ontario's history.

In 2010-11, the ministry invested about $15 million in capital initiatives to help protect people, property and communities from natural resource emergencies. Design planning began for facility upgrades and building renovations in Sudbury, Timmins, Pembroke and Sioux Lookout Fire Management Headquarters. Construction started on the Dryden aviation and aerial operations building in September 2010, and the facility should be ready for occupancy by summer 2011. The ministry has filled its complement in rotary aircraft fleet with the purchase of two EC 130 B4 helicopters. Equipment modernization continued with the purchase of two medium duty service and support vehicles, as well as an investment in Far North low-band radio tower upgrades.

The ministry completed a total of 34 projects worth $8.4 million in Ontario Parks under a joint Federal/Provincial Infrastructure Program, with four other projects worth $9.9 million scheduled to be completed in 2011-12.

Following a broad review of Ontario's moose management program, the ministry finalized a new provincial Moose Management Policy and associated guidelines for setting population objectives and implementing harvest strategies. A new Moose Tag Transfer Policy was also developed.

The ministry also developed an elk management plan to help support a healthy and self-sustaining elk population in the province.

The province invested $2.5 million to protect ecologically sensitive lands through the Land Securement Program. The ministry partnered with conservation groups to identify and secure over 2,700 hectares of natural heritage lands valued at over $14 million.

The ministry continued to implement the new ecological framework for recreational fisheries management in Ontario, which includes new zones, managing on a broader landscape scale, enhanced stewardship and regular monitoring and reporting. Fisheries Management Zone advisory councils have now been set up in 13 zones. Fish communities, invasive species, aquatic habitat and water quality surveys have been carried out on 560 lakes across Ontario.

Support continued for the Lake Ontario Atlantic Salmon Restoration Program, an effort to bring back wild populations of Atlantic salmon to Lake Ontario.

The ministry established an Independent Fact-Finding Panel on herbicide 2,4,5-T to look into its past use in Ontario and also named a panel chair.

The ministry continued to deliver professional enforcement operations including outreach, inspection and investigation services to protect provincial resources.

The ministry released the State of the Aggregate Resource in Ontario Study, which is a province-wide assessment of the present status and characteristics of the province's aggregate resources.

The ministry provided more than 2,600 jobs in natural resource management to young people across the province through five youth employment programs.

Table 1: Ministry Expenditures

	Ministry Interim Actual Expenditures ($M) 2010-11
Operating	$582.9
Capital	$61.2
Staff Strength (as of March 31, 2011)	3811.6

Northern Development,
Mines and Forestry

Ontario

Published Result-based Plan 2011-12

Ministry of Northern Development, Mines and Forestry

ISSN # 1718-6935

Ce document est disponible en français

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY VISION

A Northern Ontario economy and provincial minerals and forestry sectors that are healthy, competitive and sustainable.

MISSION STATEMENT

As the lead ministry for the North, the Ministry of Northern Development, Mines and Forestry works to make Northern Ontario and the provincial minerals and forestry sectors strong, healthy and prosperous.

MINISTRY OVERVIEW

As the regional ministry for Northern Ontario and the ministry responsible for the provincial mineral and forestry sectors, the Ministry of Northern Development, Mines and Forestry (MNDMF) strives to make Northern Ontario and the provincial mineral and forestry sectors strong, healthy and prosperous. By providing a northern perspective, the ministry supports provincial initiatives in the North and addresses unique regional circumstances.

The ministry leads and coordinates government programs aimed at growing the Northern Ontario economy, building strong northern communities and creating job opportunities in the North. Through a network of offices and strategic program and policy development, the ministry ensures northerners have access to government programs and services and a voice in government decisions affecting the North. The ministry is also co-leading the implementation of the government's Growth Plan for Northern Ontario, 2011, a long-term strategy to support sustainable economic and population growth in the North.

As the sectoral ministry for the provincial minerals sector, the ministry supports a strong, sustainable mineral industry by promoting investment and exploration, by providing information to global clients on Ontario's wealth of mineral resources and through the fair, effective and efficient administration of Ontario's *Mining Act*. The Ministry is also the provincial authority in the delivery of geoscience information for all regions of the province, fosters collaboration and consultation with Aboriginal communities, administers Ontario's diamond royalty and ensures safe, environmentally sound mineral development and rehabilitation of mining lands.

In its capacity as the sectoral ministry for the provincial forestry sector, the ministry provides leadership on revitalization and transformation initiatives and acts as an advocate for business and economic functions within the forest industry. This leadership includes responsibilities for industrial strategies, competitiveness measures and international trade affecting Ontario's forest products industry.

The ministry fosters a competitive business environment and supports economic and community development in Northern Ontario. Economic development professionals specializing in forest products, mining, business and industry, biotechnology, manufacturing, telecommunications, e-business, transportation, energy, agriculture, tourism, and trade and investment marketing help municipalities, First Nations and businesses attract investment, pursue business opportunities, diversify local economies and build stronger northern communities.

The Northern Ontario Heritage Fund Corporation (NOHFC), which is chaired by the Minister of Northern Development, Mines and Forestry, provides critical financial assistance to support business development, entrepreneurs, infrastructure investment, and job creation in Northern Ontario communities.

The ministry coordinates essential provincial investment in the North's transportation, telecommunications and public infrastructure through the Ontario Northland Transportation Commission (ONTC) and the Owen Sound Transportation Company (OSTC). It helps to sustain communities in Northern Ontario by strategic planning of and investments in infrastructure. Its Northern Transportation Program works with other ministries and First Nation communities to expand and maintain the northern provincial highways system, roads in unincorporated areas, resource access roads and winter roads.

To enhance mineral sector competitiveness, the ministry manages Ontario's mining lands, markets investment opportunities and supports mineral development. It administers the Ontario *Mining Act* to ensure fair access to Crown mineral rights and equitable management of mining lands.

The Ontario Geological Survey (OGS), which delivers a province-wide mandate through its Sudbury headquarters, is the provincial authority on Ontario's geological foundation and provides geoscience information and services that foster a vibrant mineral sector and helps Ontario maintain its standing as a world geoscience leader. Service delivery is supported through nine regional geoscience offices that provide access to information about Ontario's geoscience and mineral resource assets.

It also provides strategic geoscience baseline information required to identify Ontario's groundwater aquifers, potential for non-renewable energy and sources of quality construction mineral resources, and to support the government's groundwater protection priorities. This geoscience program also facilitates Aboriginal engagement and informed land-use planning decisions, which lead to sustainable community development.

The Mineral Development and Rehabilitation of Mining Lands Program works with partner ministries and federal departments to promote safe, sound and sustainable use of Ontario's mining lands.

In 2010-11, the ministry established a Ring of Fire Secretariat to work and consult with Aboriginal Peoples, northern Ontarians and the mining industry to encourage responsible and sustainable economic development in the "Ring of Fire" region. The Ring of Fire initiative refers to one of the most promising development opportunities in northern Ontario in perhaps a century. Located in Ontario's Far North, current estimates from one of the companies exploring in the area suggest the potential for decades of chromite production, as well as significant production of nickel, copper and platinum.

The ministry will also continue to promote a long-term economically viable and environmentally sustainable Ontario forest industry. Efforts to respond to unprecedented challenges faced by the forest industry, associated social and economic impacts, and enhancing the competitiveness of Ontario's forest industry sector will continue to be prominent in 2011-12.

The ministry is developing three key items to support growth in the Ontario forest sector:

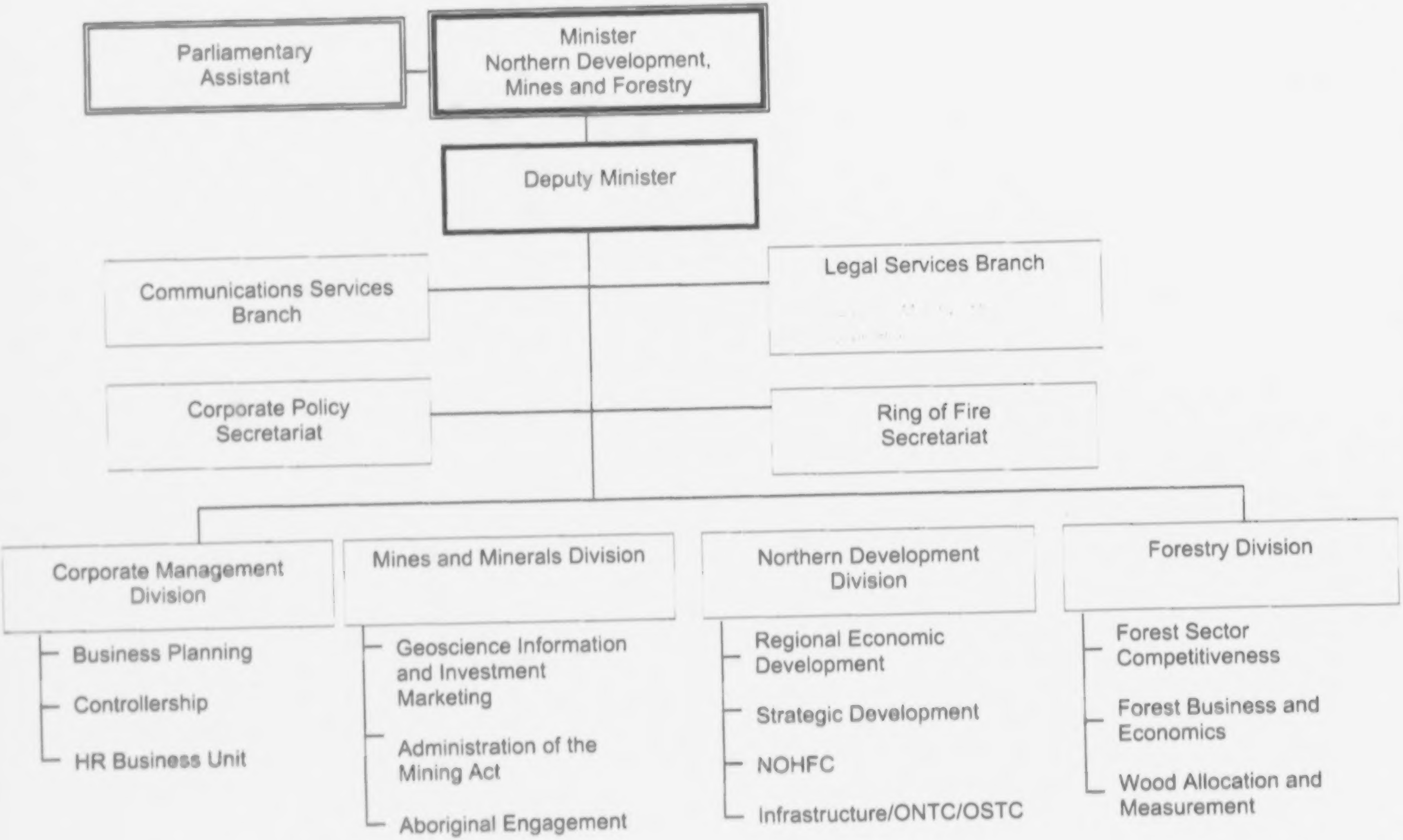
- The Wood Supply Competition is a short-term strategy to make unused wood available to existing and new facilities. The new facilities are expected to include green energy solutions and value-added products;
- A framework for implementation to improve the design of Ontario's Crown forest tenure and pricing system so as to promote effective use of Crown resources and support communities in northern and rural Ontario. This is a long-term solution supporting sustainable forest management entities.
- A Forest Sector Competitiveness Strategy will guide government in making short and long-term decisions that will promote and enhance the competitiveness of Ontario's forest sector.

MNDMF 2011-12 Strategic Priorities:

<table>
<tr><td>Government Priorities</td><td colspan="3">Creating Jobs and Prosperity</td><td colspan="4">Building Stronger Communities</td><td colspan="3">Improving Quality of Life</td></tr>
<tr><td>Ministry Priorities</td><td>Make Northern Ontario strong, healthy and prosperous.</td><td colspan="3">Provide Northerners with access to government programs and services.</td><td colspan="2">Generate new wealth and benefits by supporting Ontario's mineral exploration, mining, geoscience and forestry sectors.</td><td colspan="3">Promote a strong, safe and sustainable minerals industry by generating valuable geological information and by fair and consistent administration of Ontario's Mining Act.</td><td>Promote the forest industry through policy development to support effective industry competitiveness and investment in Ontario.</td></tr>
<tr><td>Areas of Focus</td><td colspan="2">Strengthening the Northern Economy</td><td colspan="3">Investing in Northern Infrastructure</td><td colspan="3">Forest Sector Competitiveness</td><td colspan="2">Mineral Sector Competitiveness</td></tr>
</table>

Ontario

ORGANIZATION CHART



Parliamentary Assistant

Minister
Northern Development, Mines and Forestry

Deputy Minister

Communications Services Branch

Legal Services Branch

Corporate Policy Secretariat

Ring of Fire Secretariat

Corporate Management Division
- Business Planning
- Controllership
- HR Business Unit

Mines and Minerals Division
- Geoscience Information and Investment Marketing
- Administration of the Mining Act
- Aboriginal Engagement

Northern Development Division
- Regional Economic Development
- Strategic Development
- NOHFC
- Infrastructure/ONTC/OSTC

Forestry Division
- Forest Sector Competitiveness
- Forest Business and Economics
- Wood Allocation and Measurement

PUBLISHED RESULTS-BASED PLAN 2011-12

The Ministry of Northern Development, Mines and Forestry carries out its mandate under four activities or categories: Ministry Administration, Northern Economic Development, Mines and Minerals, and Forestry.

Activity: Ministry Administration

Ministry Administration provides executive direction as well as strategic business and resource planning services to ensure the efficient and effective delivery of ministry programs. It supports ministry operations through the provision of advice and services in the areas of human resources, financial planning, accounting and administration, and professional support services such as legal and audit services. It also provides core strategic support in the areas of corporate policy and communications.

Activity: Northern Economic Development

Through this activity, the ministry leads and coordinates government programs aimed at growing the Northern Ontario economy, building strong northern communities and creating job opportunities in the North. The ministry also plays a key role in fulfilling the government's commitments for strategic initiatives that could impact the North.

Under the banner of Northern Economic Development, the ministry delivers the following sub-activities.
- Regional Economic Development
- Strategic Development
- Northern Ontario Heritage Fund Corporation
- Ontario Northland Transportation Commission and Owen Sound Transportation Company.

Regional Economic Development

A network of six integrated area teams (Sudbury, Thunder Bay, Sault Ste. Marie, Timmins, North Bay, and Kenora), with offices in 26 communities across the North, act as the focal point for the delivery of programs and services in the key economic sectors of the North. They work with communities and private sector clients to help them identify and facilitate economic development opportunities and develop proposals. This integrated approach allows the ministry to effectively support economic development initiatives in the North by providing a wide range of products and services in a more focused approach to client service delivery. Regional Economic Development staff also meet with Aboriginal communities and groups to promote programs and assist with the preparation of business plans for proposed projects.

Strategic Development

The ministry supports strategic development efforts in Northern Ontario, including marketing Northern Ontario's strengths and opportunities to the world, undertaking research and analysis, and supporting strategic investments in infrastructure through programs such as the Northern Highways Program, Local Roads Boards and Winter Roads. In addition, the ministry is exploring potential growth opportunities in a number of emerging strategic sectors including bio-economy, advanced manufacturing, ICT and business support services, and value-added opportunities in forestry and mining. The ministry will also continue to work with partner ministries to increase public and private investment in the North's transportation, telecommunications, and community infrastructure, and secure partnerships with the federal government.

Strategic Development also supports other key initiatives:

Northern Industrial Electricity Rate (NIER) Program

The NIER program is a three-year initiative that began in 2010 to help large industries in Northern Ontario improve their energy efficiency and sustainability. The program will help northern industries build and maintain a globally competitive advantage and, in turn, help protect and create jobs.

Trade, Investment and Strategic Sectors

By focusing on strategic sectors that have the best opportunity to attract foreign direct investment and help Northern Ontario businesses grow and create employment, the ministry proactively identifies and promotes the benefits of growing businesses and/or establishing their businesses in Northern Ontario.

Northern Ontario's strengths are matched with Canadian and international opportunities to help deliver economic prosperity to Northern Ontario.

Growth Plan for Northern Ontario

The ministry is co-leading implementation of the Growth Plan for Northern Ontario, 2011, a 25-year plan released on March 4, 2011 to guide decision-making and investment planning in Northern Ontario.

The Growth Plan for Northern Ontario, 2011 was developed under the *Places to Grow Act, 2005,* and is the product of extensive engagement with northerners. It is based on input of more than 1400 northerners who participated in a review of the Proposed Growth Plan for Northern Ontario released in October 2009. More than 300 written submissions also informed the Plan's development.

The plan will focus decisions that build an economy that is resilient and sustainable and leverages the strengths and human potential of northerners by providing them with more education and career opportunities. The Plan aims to strengthen the economy of the North by:

- diversifying the region's traditional resource-based industries;
- stimulating new investment and entrepreneurship;
- providing more education, training and career opportunities; and
- nurturing new and emerging sectors with high growth potential.

In 2011-12, the ministry will continue to work with partner ministries, other orders of government, northern municipalities and associations, Aboriginal communities and organizations, Francophone organizations, business and industry, the research and education sectors and other non-government organizations to advance the Growth Plan's implementation.

This will include several key initiatives:

- Formation of a Northern Policy Institute including a $5 million investment by the Northern Ontario Heritage Fund;
- Development of a Northern Ontario Multimodal Transportation Strategy led by the Ministry of Transportation and supported by a $2.2 million investment by the Northern Ontario Heritage Fund; and
- Organization of two regional economic summits to inform the development of two regional economic planning area pilots. One pilot in northwestern Ontario will be anchored by the City of Thunder Bay. A second pilot in northeastern Ontario will be anchored by the City of Greater Sudbury.

Northern Ontario Heritage Fund

Through its programs, the Northern Ontario Heritage Fund Corporation (NOHFC) is working with northern entrepreneurs, companies and business organizations to address northern priorities, while continuing to support vital infrastructure and community development projects that enhance quality of life and stimulate economic activity. Efforts will continue under the NOHFC's programs to make strategic investments that stimulate private sector job creation, assist business start-ups, provide development opportunities for northern youth, support energy conservation and power generation initiatives, and assist innovation and emerging technologies that will grow the northern economy.

Ontario Northland Transportation Commission and Owen Sound Transportation Company

The Ontario Northland Transportation Commission (ONTC) and Owen Sound Transportation Company (OSTC) are agencies of the province reporting to the Ministry of Northern Development, Mines and Forestry. Each receives annual operating and capital subsidies that support the delivery of price-competitive transportation and telecommunications services that are safe, reliable and responsive to customers, residents and businesses.

Activity: Mines and Minerals

The ministry supports a strong and sustainable mineral industry by promoting investment and exploration, providing information to global clients on Ontario's wealth of mineral resources, and through the fair, effective and efficient administration of Ontario's Mining Act. There are three sub-activities:

- Geoscience Information and Investment Marketing;
- Administration of the Mining Act; and
- Aboriginal Engagement.

Geoscience Information and Investment Marketing

Key elements of this sub-activity are the collection and dissemination of geoscience information to attract and guide mineral sector investment, as well as inform a broad range of government policy priorities.

Geoscience Information

This area provides foundational geoscience information that forms the framework for assessing Ontario's mineral potential - a key element in guiding private sector investment decisions. Services include province-wide geological mapping, online 24-7 access to geoscience information and expert geological advisory services across the province. Geoscience expertise also supports other government priorities, such as groundwater aquifer mapping as part of drinking water protection efforts, and identifying new industrial and energy development opportunities.

Investment Marketing

Investment Marketing is focused on mineral sector marketing and investment attraction. Key elements include: domestic and international marketing of investment opportunities, and expert geological advisory services in field offices across the province that help to create networks and foster collaboration between the government, mineral industry stakeholders and Aboriginal communities and economic development sectors.

Specific emphasis has been placed on Ontario's emerging diamond sector in developing value-added opportunities and administering Ontario's diamond royalty to create a competitive advantage for Ontario.

Building International Collaborative Partnerships

In July 2010, MNMDF and the Ministry of Mines, Republic of India signed a mining-related Memorandum of Understanding (MOU). The MOU promotes collaboration between the two jurisdictions in exploration, geoscience information, mineral processing, research and development, professional development and training, increased export of mining-related equipment and supplies, and increased inbound and outbound investment.

Administration of the Mining Act

This program area administers the Ontario *Mining Act* to ensure sustainable and responsible development of Ontario's mineral resources. This involves ensuring equitable public access to Crown mineral rights, fair and efficient management of Ontario's mining lands, and ensuring safe, environmentally-sound mineral development and rehabilitation of mining lands.

As part of this mandate, the Ministry has launched an initiative to modernize the *Mining Act* to ensure that mineral development in Ontario is undertaken in a manner that promotes balanced development that benefits all Ontarians, while modernizing the way mining companies stake and explore their claims to be more respectful of private landowners and Aboriginal communities.

Rehabilitation of Crown Sites

The Abandoned Mines Rehabilitation Program invests in the rehabilitation of abandoned mine sites on Crown-held lands to ensure public safety, improve the environment and make these lands available for productive use. Key priorities are to reduce the Crown's liability on these sites, enhance public safety and environmental protection.

Aboriginal Engagement

Aboriginal Engagement focuses on establishing and maintaining key Aboriginal and community relationships, provision of advisory services to assist communities in accessing ministry staff, resources and programs for mineral development and northern economic development assistance. Program staff work with Aboriginal communities to meet duty to consult obligations ensuring that activities occur in a manner that is consistent with the Crown's obligation concerning Aboriginal and treaty rights.

Activity: Forestry

The Ministry seeks to ensure a healthy, viable forest industry in Ontario, and fosters a competitive business environment by promoting jobs and investment in the forestry sector through activities such as the Wood Supply Competition, Forest Tenure and Pricing System Reform and the implementation of a new Forest Sector Competitiveness Strategy. The Ministry is responding to several challenges currently facing the forest industry such as bankruptcies, changing global markets, increasing competition, the softwood lumber trade dispute, escalating costs and a high Canadian dollar. This area has the following sub-activities:

- Forest Sector Competitiveness
- Industry Relations:
    - Forest Business and Economics
    - Wood Allocation and Measurement.

Forest Sector Competitiveness

The Forest Sector Competitiveness Secretariat administers several capital assistance programs, including the Forest Sector Prosperity Fund and Loan Guarantee Program to assist in making the forest industry more viable and sustainable. It also administers the Wood Promotions program to promote and enhance the value-added manufacturing business within the industry.

Industry Relations

Forest Business and Economics

Through this program area, the Ministry provides leadership and expertise for the development of pricing methodology for forest resources (trees) harvested from Crown lands; matters related to trade; analysis of business plans, proposals, and agreements; promotion of the forest industry, wood product research and value-added manufacturing of wood products; and socio-economic analysis support for forest management planning and forest policy development.

Wood Allocation and Measurement

This program area provides expertise and direction to forest industry clients and ministry staff related to harvest licensing, Crown revenue, wood supply allocation, mill licensing and wood measurement (timber scaling and scaler certification/training). It is also responsible for implementing the Road Construction and Maintenance Program which shares the costs with the forest industry for work on multi-use forest access roads on Crown lands.

Performance Measures for Ministry of Northern Development. Mines and Forestry

Activity - Northern Economic Development

Sub-activity	Performance Measure	Statement of Result
Northern Ontario Heritage Fund Corporation (NOHFC)	Investment dollars leveraged from other partners	The target ratio of investment dollars leveraged from other partners is 1:3 leveraged dollars in 2011-12.
	Number of full-time jobs that are being created or sustained	NOHFC funding is expecting to help create or retain 3,500 full time jobs in 2011-12.

Activity – Mines and Minerals

Sub-activity	Performance Measure	Statement of Result
Geoscience Exploration and Investment	Ontario's ranking in Canada for new investment in exploration and mining	Ontario is expected to maintain its standing as the leading jurisdiction in Canada for new investment in mining and exploration.
	Geoscience data and information required to support Far North land-use decisions	Collection of new, 1st generation, regional framework geological data will be at least 100,000 km^2 to inform land-use planning decisions for Ontario's Far North.

Activity – Forestry

Sub-activity	Performance Measure	Statement of Result
Industry Relations	Crown timber harvest rate of recovery	Recovery of provincial Crown timber harvest volume is targeted to average 10% per year over the next three years.

STATUTES ADMINISTERED

Crown Forest Sustainability Act, 1994

This Act governs the stewardship and management of Ontario's Crown forests, as well as the allocation and pricing of Crown forest resources. The Ministry of Northern Development, Mines and Forestry is responsible for the powers, duties, functions and responsibilities under the Act that relate to the forest industry, including the allocation of Crown forest resources through licensing and agreements, the measurement of Crown forest resources and the pricing of Crown forest resources.

The Ministry of Natural Resources administers the Act as a whole, and is responsible for carrying forward amendments to the Act. The Ministry of Natural Resources is also responsible for those sections of the Act relating to sustainable forest management and stewardship of the forest.

Forestry Workers Lien for Wages Act

This Act provides a lien and an enforcement procedure for forestry workers to ensure payment of wages.

Mining Act

This Act provides for the regulation of mineral exploration and development activities in Ontario. The purpose of this Act is to encourage prospecting, staking and exploration for the development of mineral resources in a socially responsible manner and to minimize adverse effects on the environment through rehabilitation of mining lands in Ontario.

Ministry of Northern Development, Mines and Forestry Act

This Act establishes the Ministry of Northern Development, Mines and Forestry. It recognizes the different conditions and special needs existing in Northern Ontario and the desire of northern residents to have a stronger voice in government. The Act defines the ministry's function to coordinate government activities and initiate policies and programs for the government in Northern Ontario and on behalf of the minerals and forestry industries.

Northern Ontario Grow Bonds Corporation Act, 2004

This Act establishes the Grow Bonds Corporation with the objectives of fostering business development in Northern Ontario, by issuing bonds to raise funds to be used to provide loans/debt financing to eligible businesses in Northern Ontario.

Northern Ontario Heritage Fund Act

This Act establishes a corporation to promote economic development and diversification in Northern Ontario, through the use of funds provided for that purpose. The Northern Ontario Heritage Fund Corporation operates as an Operational Service Agency of the province.

Northern Services Boards Act

This Act, passed in 1999, replaces the former *Local Services Boards Act.* The Act provides choice and flexibility to northern residents in the establishment of service delivery mechanisms that recognize the unique circumstances of Northern Ontario and allow increased efficiency and accountability in area-wide service delivery.
The first part of the Act allows inhabitants of territories without municipal organization to establish legally-constituted local services boards to act on their behalf, and to raise funds for certain basic community services to improve the quality of life. The second part of the Act provides for the establishment of area service boards to consolidate delivery of six core services: child care, social assistance, public health, social housing, land ambulance service and homes for the aged as well as a variety of optional services. An area services board would have taxation authority in the board area to recover service costs.

Ontario Northland Transportation Commission Act

This Act established the Ontario Northland Transportation Commission (ONTC) for the purposes of providing transportation and telecommunications services to Northern Ontario. The Ontario Northland Transportation Commission operates as an Operational Enterprise Agency of the province.

Professional Geoscientists Act, 2000

This Act established the Association of Professional Geoscientists of Ontario as the governing body for geoscientists, and empowers the association to establish standards of professional practice for persons who wish to be recognized as professional geoscientists.

AGENCIES, BOARDS AND COMMISSIONS

Northern Ontario Grow Bonds Corporation

The Northern Ontario Grow Bonds Corporation is an Operational Enterprise Agency of the province. The Corporation, in cooperation with the Ontario Financing Authority, issued provincially guaranteed bonds to northern residents. Proceeds from the sale of bonds were used to provide loans to northern businesses that invest in capital projects, which result in the creation of new jobs in the North. The Corporation is currently winding up its operations; it is anticipated that it will be dissolved early in 2012-13.

Northern Ontario Heritage Fund Corporation

The Northern Ontario Heritage Fund Corporation is an Operational Service Agency of the province. It was established in 1988 to advise and make recommendations on any matter relating to the growth and diversification of the economy of Northern Ontario, and to promote and stimulate economic initiatives.

Ontario Northland Transportation Commission

The Ontario Northland Transportation Commission is an Operational Enterprise Agency of the province providing transportation and telecommunication services in Northern Ontario. Its activities include rail freight and passenger services, telecommunications, bus operations, and marine operations.

Owen Sound Transportation Company, Limited

The Owen Sound Transportation Company, Limited (OSTC) is an Operational Enterprise Agency of the province delivering marine (vehicle and passenger) services from Tobermory to South Baymouth aboard the M.S. Chi-Cheemaun. The OSTC also operates the Pelee Island ferry year-round by contract with the Ministry of Transportation.

TRANSFER PAYMENTS TO AGENCIES

2011-12 Estimates $	Agency	2010-11 Estimates $	2010-11 Interim Actuals $	2009-10 Actuals $
	Northern Ontario Heritage Fund Corporation			
34,500,000	- Operating	34,500,000	34,500,000	34,500,000
65,500,000	- Capital	55,500,000	55,500,000	45,500,000
	Ontario Northland Transportation Commission			
32,100,000	- Operating	21,200,000	37,500,000	28,000,000
21,625,000	- Capital	21,625,000	23,125,000	24,599,268
	The Owen Sound Transportation Company, Limited			
800,000	- Operating	800,000	800,000	600,000
2,047,000	- Capital	1,280,000	1,470,000	799,650

MINISTRY FINANCIAL INFORMATION

Table 1: Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures ($M) 2011/12
Operating	518.6
Capital	313.8
Total	**832.4**

Table 2: Ministry Planned Expenditures by Program Name 2011-12

Program/Activity Name	Ministry Planned Expenditures ($M)
Ministry Administration	12.2
Northern Development Program	560.2
Mines and Minerals Program	53.9
Forestry	102.8
Net Consolidations	103.3
Total	**832.4**

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The Ministry's mandate expanded in 2010-11 to lead the business and economic aspects of forestry, including industrial strategy, forest sector competitiveness programs, Softwood Lumber and wood allocation, pricing and licensing.

To support new initiatives and existing ministry programs, the government, through the Ministry of Northern Development, Mines and Forestry, projects to have invested over $1.6 billion in the North and in Ontario's mineral and forestry sectors in 2010-11.

NORTHERN HIGHWAYS AND WINTER ROADS

For 2010-11, the ministry invested over $700 million in northern highway rehabilitation and expansion to improve road safety, quality of life for northerners and spur economic development. Highlights include:

- About $250 million for system Expansion (four-laning) and Safety Initiative projects.
- About $450 million for system Rehabilitation, including additional funding for bridges.
- Work continued on Highway 11 and 69 four-laning as did the multi-year Safety Initiatives program (passing lanes, intersection improvements, illumination) on Highways 11 and 17 across the North.
- Through the 2010 Provincial Budget, three new four-laning projects were also approved on Highways 11/17 east of Thunder Bay, with work scheduled to begin in 11-12 and 12-13.
- Construction was initiated near Thunder Bay on Highway 11/17 in 2010 on a 5-kilometre project in Thunder Bay from Hodder Avenue to Highway 527 and on a 14-kilometre project from Mackenzie to Birch Beach further to the east.
- The provincial and federal governments also demonstrated their commitment to work together to improve northern highways with the announcement of joint funding for a number of rehabilitation projects in Northern Ontario through an $18 million investment from the Infrastructure Stimulus Fund.

Through the Winter Roads Program, residents of 31 remote communities in the Far North have more economical and safe access to services and supplies via the 3,000 kilometre winter roads network. The ministry invested $4.5 million in the construction of the winter road system in 2010-11, and has invested $26.7 million in construction and maintenance costs on the network since 2004-05.

NORTHERN ONTARIO HERITAGE FUND CORPORATION

The Northern Ontario Heritage Fund Corporation (NOHFC) continues to be an important economic development tool throughout the North. The NOHFC's ongoing partnership with communities, businesses, entrepreneurs and youth across Northern Ontario spurs job creation and economic growth in many communities.

Since October 2003, over 15,866 jobs and 474 co-op placements are being created or sustained in the North as a result of approximately 3,850 projects to which the NOHFC committed more than $635 million. These investments have leveraged another $2.1 billion from project partners.

The NOHFC, with a budget of $90M in 2010-11, supported many key initiatives through its programs. Since the start of the new mandate in January 2005, significant investments have been made, including:

- Over $225 million invested in local community infrastructure development and enhancement projects through the NOHFC's Infrastructure and Community Development Program;
- Over $39 million approved through the Youth Internship and Co-Op Program. This helped create over 2,000 internships and co-op placements which span the entire North, including Far North remote communities;
- Approximately $7.8 million invested under the Young Entrepreneur Program to over 340 businesses across the North;
- Approximately $119 million invested through the Enterprises North Job Creation Program aimed at creating jobs and positioning small and medium-sized businesses in the North for success;
- Over $127 million invested through the Emerging Technology Program. These investments have provided key support for the emerging film, animation, and biotechnology sectors, while also expanding broadband and cellular service capacity in the North;
- Over $10.2 million has been invested since May 2009 through the Northern Ontario Entrepreneur Program assisting 200 Northern entrepreneurs to start their own businesses in the North.
- Since 2003, the government has invested over $58 million in Aboriginal communities through NOHFC programs, including Telehealth Services expansion, waterfront development, cultural attractions and broadband internet and cellular expansions projects including project in the Far North.

The Northern Ontario Entrepreneur Program and the enhancements to the Enterprises North Job Creation and Private Sector Emerging Technology Programs, announced in May 2009, have been successful in assisting Northern businesses. Since the announcement, the Northern Ontario Entrepreneur Program has exceeded expectations and the Enterprises North and Emerging Technology Programs have seen dramatic increases in uptake by Northern businesses and are helping to create jobs and prosperity throughout the North. In 2011-12, the NOHFC will continue to build on these achievements with its increased budget of $100 million.

GROWTH PLAN FOR NORTHERN ONTARIO

The Growth Plan for Northern Ontario, 2011 was released on March 4, 2011. This Growth Plan, developed under the *Places to Grow Act, 2005,* is the product of extensive engagement with northerners.

The plan's development has been led by the Ministry of Northern Development, Mines and Forestry, the Ministry of Infrastructure and 16 partner ministries of the Ontario government. It is based on input of more than 1400 northerners who participated in a review of the Proposed Growth Plan for Northern Ontario released in October 2009. More than 300 written submissions also informed the Plan's development.

The Growth Plan for Northern Ontario, 2011 is a strategic plan that guides decision-making and investment planning over the next 25 years. The Plan aims to strengthen the economy of the North by:

- diversifying the region's traditional resource-based industries;
- stimulating new investment and entrepreneurship;
- providing more education, training and career opportunities; and
- nurturing new and emerging sectors with high growth potential.

Along with the Growth Plan's release on March 4, early action was announced on several key initiatives:

- Formation of a Northern Policy Institute including a $5 million investment by the Northern Ontario Heritage Fund;
- Development of a Northern Ontario Multimodal Transportation Strategy led by the Ministry of Transportation and supported by a $2.2 million investment by the Northern Ontario Heritage Fund and up to $1 million from MTO; and
- Organization of two regional economic summits to inform the development of two regional economic planning area pilots. One pilot in northwestern Ontario will be anchored by the City of Thunder Bay. A second pilot in northeastern Ontario will be anchored by the City of Greater Sudbury.

In 2011-12, the Ministry will continue to work with northern municipalities and associations, Aboriginal communities and organizations, Francophone organizations, business and industry, the research and education sectors and other non-government organizations to advance the Growth Plan's implementation. Copies of the Growth Plan for Northern Ontario, 2011 are available in MNDMF and ServiceOntario offices across Northern Ontario and online at www.placestogrow.ca.

NORTHERN INDUSTRIAL ELECTRICITY RATE PROGRAM

On March 25, 2010, the government announced the creation of the Northern Industrial Electricity Rate (NIER) Program to assist Northern Ontario's largest industrial electrical consumers (forestry, mining and manufacturing) develop energy efficiency and sustainability programs. The NIER Program will operate over the fiscal years 2010-11, 2011-12, and 2012-13 (ending March 31, 2013) with an average investment of $150 million each fiscal year for electricity price relief.

The program offers eligible participants a rebate of $0.02 per kilowatt-hour (kWh) for companies that commit to electricity efficiency and sustainability plans. The objective of the NIER Program is to assist Northern Ontario's largest industrial electricity consumers develop and implement long-term efficiency and sustainability measures. As an incentive program, the NIER Program is intended to provide a bridge for participants to achieve greater electricity efficiency by committing to the development and implementation of an Energy Management Plan (EMP).

The program was launched in September 2010, and as of January 31, 2011, 18 applications for 25 facilities were submitted. These applications are potentially eligible to receive retroactive rebates for the 2010-11 fiscal year.

NORTHERN ONTARIO INVESTMENT AND TRADE

Northern Ontario investment opportunities continue to be serviced through targeted calls on foreign investors whose strategic direction is a “fit” with Northern Ontario and by promoting the capabilities and location advantages of Northern Ontario.

Dedicated International Business Development Representatives have been established in Europe, Asia and the U.S. and will represent Northern Ontario's strategic sector opportunities abroad. Last year many of these investors took the opportunity to come to Ontario and to visit potential sites in Northern Ontario. Relationships are being established and cultivated with these potential investors.

In terms of promotional activities, there were approximately 150 insertions in target sector and general business publications regarding the business capabilities and location advantages of Northern Ontario. An internet advertising campaign also drives online traffic to Northern Ontario website which is featured as part of the Invest in Ontario website.

Three media tours were held, including a mining tour with a focus on equipment and services, and a green energy and green technology tour. These tours took journalists from Europe and Asia to the cities of Sudbury, North Bay and Sault St. Marie. These and other tours resulted in considerable coverage in business and industry publications in these markets.

There is also significant interest in government initiatives related to the development of renewable energy and the bioeconomy which is fuelling interest in Northern Ontario.

The Northern Communities Investment Readiness (NCIR) program continued to help communities, economic development corporations and First Nations identify investment opportunities and prepare for investment attraction. Since its launch in November 2005, more than $2.3 million in NCIR funding has been approved for 248 initiatives across the North and 157 communities, including 56 First Nations, have benefited from NCIR funding. In 2010-11, the ministry approved 46 projects and assisted 29 separate communities including 6 First Nation.

The ministry commenced the implementation of the Export Assistance for Mining and Forestry Program in 2010-11. A component of that program is the Mining Supplies and Services Export Assistance Program is comprised of the Export Readiness Training; and Sector Promotion and Assistance Projects. These projects have been developed to help Northern Ontario mining supply and services companies enter new global markets and increase and diversify their revenue streams through Introductory Export Readiness Seminars; One-on-One Consultation; In-Market Mentorship; Private Sector Export Marketing Assistance; Tradeshows; and Sector Promotion and Awareness.

Over 100 company representatives attended the exporting seminars across Northern Ontario, a trade mission to India was completed, and 20 companies are developing their strategic export plans to enter new markets.

The ministry has actively pursued opportunities to increase trade and foreign direct investment in Northern Ontario. While focusing on strategic sectors that have the best opportunity to create employment and attract investment, staff attended 12 internationals events, and completed over 150 in person corporate sales calls that resulted in new jobs for Northern Ontario.

By strategically identifying and matching investment opportunities in the North with national and international companies, the ministry has contributed to the economic prosperity of the region.

ONTARIO NORTHLAND TRANSPORTATION COMMISSION (ONTC)

The ministry provided the ONTC with over $43 million of capital and operating support in 2010-11 for the delivery of passenger transportation services and its commercial rail capital program across the Northeast.

Rail Services

ONTC continues to assist and support businesses in Northeastern Ontario with the provision of reliable and competitive transportation services.

In support of economic development and prosperity in the North, ONTC continues to partner with regional tourism groups and communities to deliver the Polar Bear Express and Dream Catcher Express. Polar Bear Express ridership has seen an increase of more than 13% over last year.

ONTC remains committed to ensuring the safety and integrity of its rail infrastructure, and in 2010-11 invested $23 million in capital projects including installing new and relay rail; installing new railway ties; surfacing track; maintaining and upgrading bridges and culverts and maintaining stations.

Motor Coach Services
Ontario Northland's Motor Coach Services Department continues to pride itself on exceptional on time performance and customer service, resulting in an increase in ridership of nearly 10% over target for the year.

Ontera (Telecommunications)
Ontera completed the purchase of North Bay Hydro Services' dark fibre network in June 2010. This acquisition will allow the division to continue providing services to existing customers in the area as well as adding new locations for ultra-high bandwidth access.

Refurbishment
The ONTC delivered 108 refurbished commuter cars as of March 25, 2011 as part of its $86 million contract with GO Transit to refurbish 121 cars. The agency expects to deliver the final car by December 2011. With the knowledge and expertise gained through this contract, the division is well positioned to seek other opportunities in the passenger car refurbishment industry.

Moosonee-Moose Factory Ferry Service
Construction of a new passenger and cargo ferry to service the communities of Moosonee and Moose Factory continued in 2010-11. The new $3.5 million vessel will replace the Manitou II, which currently provides ferry services to both communities. Improvements to the service will also include a new docking and loading area.

OWEN SOUND TRANSPORTATION COMPANY (OSTC)

The M.S. Chi Cheemaun ferry service operates seasonally between South Baymouth, Manitoulin Island and Tobermory on the Bruce Peninsula. On average it transports over 200,000 passengers per year. The Ministry provided OSTC with $800,000 in operating assistance for the service.

In 2010-11, OSTC completed a $1.4 million investment in capital improvements to the M.S. Chi Cheemaun to further meet the *Ontarians with Disabilities Act, 2001* requirements, health & safety upgrades, and ongoing capital improvement.

VIOLENCE AGAINST WOMEN PREVENTION INITIATIVE PROGRAM

The Violence Against Women Prevention Initiative (VAWPI) Program in Northern Ontario supports projects and initiatives that seek to safeguard women and children from domestic violence.

In 2010-11, the ministry provided a total of $280,000 to 96 projects across Northern Ontario. Funding recipients include family resource and sexual assault centres, public health groups, school boards, multicultural associations, women's shelters, and agencies working with people with disabilities. In 2011-12, the VAWPI program will be realigned with MCSS, MAG and OWD. Through these ministries and OWD, additional operating support will be available to women's shelters and sexual assault centres located in Northern Ontario to address domestic violence issues.

SUPPORTING A PROSPEROUS MINERALS SECTOR

In 2010-11, the ministry continued its efforts to implement the Mineral Development Strategy, to attract new mineral investment and facilitate meaningful partnerships with Aboriginal communities and the mining sector.

NORTHERN ONTARIO GROW BONDS

The five-year Northern Ontario Grow Bonds Pilot Program raised nearly $13 million through the sale of Grow Bonds. The proceeds from the bond issuance were used to provide loans to northern businesses. The bonds have a five-year term and matured on April 11, 2010. Bonds are being repaid as bonds are surrendered.

In December 2009, in preparation for the wind-up of the pilot program, and the repayment of the bonds, the Grow Bonds loan portfolio was transferred to the Northern Ontario Heritage Fund Corporation.

The Northern Ontario Grow Bonds Corporation and its board will remain in place until the wind-up of the Corporation's business affairs is complete by May 1, 2012 at which time the Corporation will be dissolved.

As the Northern Ontario Grow Bonds Program was a pilot project, an initial review was undertaken and a full evaluation of the program was completed. The findings from the evaluation will assist in the development of other government programs.

MINERAL SECTOR HIGHLIGHTS

Ontario continued to be Canada's leading jurisdiction for the production of non-fuel minerals, and a major player in the world. The province's mineral production in 2010 was valued at $7.7 billion, with its metal mines generating $4.8 billion for the economy.

Ontario led the country in exploration expenditures in 2010 with $801 million and is expected to lead again for the third time in a row in 2011. Active mining claim units remained strong in 2010 reaching 312,000.

Ontario is creating a vibrant, growing diamond cluster. Ontario's first diamond cutting and polishing facility located in Sudbury, opened in August, 2009 under contract with a private sector service provider.. On a yearly basis, the facility is cutting and polishing an estimated $25 million worth of rough stones derived from DeBeers Canada's Victor mine, located in the James Bay Lowlands, about 90 kilometres west of Attawapiskat.

As the existing service contract runs to March 31, 2012, the Ontario government through MNDMF has announced the start of a globally competitive selection process of the second allocation of Ontario mined rough diamonds from the De Beers Victor mine in Ontario's Far North. This contract will run from April 2012 to March 2015. Once again Ontario is seeking candidates who can contribute by the establishment of a financially viable, self-sustaining cutting and polishing facility in Ontario. The successful bidder for the Ontario diamond allocation will also participate in Ontario's program to certify Victor mine diamonds as "mined, cut and polished in Ontario".

THE RING OF FIRE

The "Ring of Fire" initiative refers to one of the most promising development opportunities in northern Ontario in perhaps a century. Located in Ontario's Far North, current estimates from one of the companies exploring in the area suggest the potential for decades of chromite production, as well as significant production of nickel, copper and platinum.

Development of the Ring of Initiative forms a key pillar of Ontario's Open Ontario plan, and was recognized in both the 2010, Ontario Speech from the Throne and Ontario's 2010 Budget. The Ring of Fire represents an unparalleled opportunity to think strategically and plan for development in an environmentally sustainable manner.

Given the complexities and challenges of such wide-scale development a dedicated secretariat was created to ensure that multi-agency and stakeholder initiatives were undertaken in a coordinated and timely manner. As part of this, the Ministry announced the hiring of an Assistant Deputy Minister, Ring of Fire Secretariat to work and consult with Aboriginal peoples, northern Ontarians and the mining industry to encourage responsible and sustainable economic development in the region.

GEOSCIENCE MAPPING

Building on the 2008 Provincial Budget commitment to allocate $20 million over four years toward enhancing geoscience activities to identify economic opportunities across all of Ontario, the Ontario Geological Survey delivered its full complement of geoscience activities. Some highlights include: surveying projects in the Far North, delivering of bedrock and surficial geochemical geoscience surveying in support of community development in the near-north and south, a new energy-related geoscience initiative to assess the geothermal and unconventional energy potential in the South, a range of detailed groundwater-related and environmental geoscience projects in the South in support of public health and protection of source water inventories. Availability of these geoscience goods and services continues to be an important pillar in the Ministry's international marketing efforts that have attracted mineral investment into Ontario.

The modern geoscience goods and services continue to provide remote First Nation communities with data and information to support their community-based land-use planning and partnerships in private sector economic activities while informing the ministry's efforts as the government moves forward with its commitment to protect 225,000 square kilometers of the Boreal Forest.

The Ontario Geological Survey continued to work in partnership with Aboriginal communities, conservation authorities, industry, universities, other Ontario Ministries, municipalities, and the Federal Government to ensure that Ontario's geoscience knowledge is current, credible, and available to inform the range of Ontario policy priorities.

INVESTMENT MARKETING

The ministry continued building on the success of a new investment and marketing strategy. The addition of sector specific Resource Intelligence now allows the ministry to target national and international investors as well as exploration and mining companies. This new resource tracks exploration and mining companies and their projects throughout the world. Using this valuable information, over 75 mining and exploration companies were directly identified and targeted at 12 separate marketing events in 2010.

In 2008, a Google Earth-based viewing tool was developed allowing Ontario's geological information to be overlain on satellite imagery of the earth's surface. In 2009 the ministry has dramatically increased access to various data sets, assessment files and OGS publications. This product increases the ease of access and use of Ontario's Geoscience information via the internet to create an effective and competitive tool for attracting investor interest.

In July 2010, MNDMF and the Ministry of Mines, Republic of India signed a historic mining-related Memorandum of Understanding (MOU) in Toronto. The MOU promotes collaboration between the two jurisdictions in exploration, geoscience information, mineral processing, research and development, professional development and training, increased export of mining-related equipment and supplies, and increased inbound and outbound investment.

ADMINISTRATION OF THE MINING ACT

One of the most significant measures undertaken to advance Ontario's status for mineral investment has been the modernization of the Mining Act. This ground-breaking legislation which received royal assent in October 2009, provides greater clarity and certainty to the industry by setting out a clear framework for the responsible management and sustainable development of the province's mineral resources.

The new Act promotes fair, balanced and sustainable mineral development that respects communities and the environment, and benefits all Ontarians. It will bring about positive change in the way the industry does business. MNDMF launched a new phase of consultation with industry stakeholders, First Nations and Métis and non-governmental groups to help develop the best possible regulations, programs, policies, procedures and information technology solutions that will bring the legislation to life. Different sections of the amended Act will be proclaimed into force as relevant details are developed and phased in over the next three to four years depending on implementation and transitional requirements.

The Ministry completed the initial public consultation on the development of the new regulations in April 2010 that concluded the 130 day posting of "Ontario's New Mining Act, Workbook on Development of Regulations" on the Environmental Registry. From December 2009 to the end of April, 2010 the Ministry held 15 formal meetings and received 25 written submissions. The public consultation was followed up with a series of focused stakeholder and Aboriginal community meetings and workshops through March 2011. By end of March 2011, MNDMF held a total of 50 meetings with over 700 participants representing stakeholders from the mineral industry, NGOs, and mining communities and members of Aboriginal groups and communities.

The Ministry continued work on developing the new regulations and introduced the first phase of the regulations in Jan 1, 2011 and April 4, 2011. The Phase I regulations were focused on matters of interests to private surface rights owners and general improvements to administrative processes under the Mining Act. The new regulations included a requirement to provide notification of claim staking to surface rights owners, the introduction of a map staking process in southern Ontario and the addition of further criteria for considering requests for withdrawals of Crown mining rights by surface rights owners in northern Ontario.

The Ministry also began developing the Phase II regulations that will include provisions for plans and permits for exploration activities, an awareness program for prospectors and the withdrawal of sites of Aboriginal cultural significance.

The ministry has introduced a 'one window' coordination process for mineral development projects in Ontario, which coordinates activities relating to permitting and approvals, and defines a framework that outlines the roles, responsibilities and expectations of the various parties.

The ministry also continued work under the Abandoned Mines Rehabilitation Program. This program has been successful in eliminating or reducing environmental and physical safety hazards. Since 2003, approximately $56 million has been invested in this program.

ABORIGINAL ENGAGEMENT

The ministry has been working over the past several years to progressively improve relationships and engagement processes with Aboriginal peoples through enhanced information sharing and communication projects.

Since 2003, the government has invested over $58 million in Aboriginal communities through NOHFC programs, including Telehealth Services expansion, waterfront development and cultural attractions.

This includes investments such as $637,000 to train 120 Aboriginal youth in Red Lake for the Ontario Common Core Hard Rock Mining certificate. These investments are helping facilitate economic agreements between First Nations and the minerals sector, such as the Impact Benefit Agreement signed by DeBeers and Attawapiskat First Nation.

The ministry is also aware of more than 60 similar agreements that have been signed between First Nations and industry since 1999, at the early exploration stage right through to the extraction phases of the mining sequence.

Through the ministry's Aboriginal Relations Unit in 2010-11, the ministry continued its efforts to support First Nations and Métis participation in the mineral sector. The ministry entered into formal funding agreements with a number of Aboriginal organizations to support their capacity development to engage with the mineral industry, including agreements with the Union of Ontario Indians, Grand Council Treaty 3, the Algonquins of Ontario, the Matawa Tribal Council, the Mushkegowuk Council and the Métis Nation of Ontario. The agreements enabled these Aboriginal organizations to develop their capacities in a number of ways which include hiring mineral advisors and coordinators, obtaining basic skill training in GIS and values mapping, the development of information sharing protocols and developing interim guidelines for community level engagement with the mineral industry. The ministry has also partnered with the Ministry of Natural Resources on a number of agreements that support each ministry's mandates.

In some of the above mentioned agreements, the ministry has established technical tables with Aboriginal organizations that allow for the exchange of information, the diffusion of on the ground issues and in some case, the withdrawal of Sites of Aboriginal Cultural Significance.

In addition to promoting capacity development, the ministry supported First Nations and Métis participation in numerous mineral sector educational forums including the Canadian Aboriginal Mineral Association and the Prospectors and Developers Association of Canada.

FOREST SECTOR HIGHLIGHTS

Ontario's forest sector is a key component of the province's economy and is the second largest industrial sector in the province. In total, it supports almost 200,000 direct and indirect jobs in over 260 Ontario communities. Of these communities, 40 are categorized as highly dependent on employment in the forest sector to survive. An additional 63 are identified as being moderately dependent.

Ontario forests represent two per cent of the world's total and are home to approximately 85 billion trees. Of the 71 million hectares of forested land in Ontario, fifty-seven million, or 80 per cent, are publicly owned and known as Crown forest. Approximately 13 per cent of the forested land in Ontario is held in other types of ownerships (private, First Nations, Federal, and protected areas.) The Government of Ontario oversees the management of Crown Forests, including commercial logging (harvesting) on over 26 million hectares.

The importance of our forests to the province's future has never been more apparent. Ontario has the opportunity to strengthen its position as a leading global forest jurisdiction known for:

- Sustainable management of a world class forest asset;
- An innovative, diversified and competitive forest sector;
- Aboriginal involvement and entrepreneurship in the forest sector; and
- Providing expertise in green services and technology.

To support the industry's recovery, the Ministry of Northern Development, Mines and Forestry has implemented two significant initiatives in addition to continuing with programs designed to enhance the competitiveness of the sector.

ONTARIO'S FOREST SECTOR TENURE MODERNIZATION ACT

Tenure modernization is a long-term solution. In 2009, the ministry embarked on a comprehensive review of its forest tenure and pricing system to modernize the system that governs who manages the Crown forests, including how companies get wood and how wood is priced in Ontario.

The economic recession has had a significant impact on Ontario's forestry sector and Northern Ontario's economy. A modernized system, by which forest resources are made available to the industry, would protect and create jobs, attract new investment and make Ontario more competitive while ensuring Ontario's forests continue to be managed sustainably. It would make the allocation of Ontario's wood, and prices, more responsive to market demands, create new opportunities for entrepreneurs and make it easier for Aboriginal peoples and communities to be involved in and benefit from this sector.

The ministry continued to consult with industry, environmental groups, Aboriginal communities and the broader public, and drew on a range of expertise, information and perspectives on ways to restructure and improve the current system.

On February 23, 2011, Bill 151, *Ontario Forest Tenure Modernization Act, 2011* was introduced in the legislature. If passed, the Bill would enable the establishment of up to two Local Forest Management Corporations (LFMCs) through the development of a regulation, and would amend the Crown Forest Sustainability Act to support other tenure modernization objectives. The ministry would work with forest industry, other key stakeholders, and Aboriginal communities to design and implement enhanced shareholder Sustainable Forest Licences (SFLs) and to develop criteria to test and evaluate both the proposed LFMCs and Enhanced Shareholder SFLs.

Sustainable forest management remains a key tenet of the province. A modernized system would maintain the government's authority to regulate this critical public resource while enabling more competition and opportunity in the forest sector.

PROVINCIAL WOOD SUPPLY COMPETITIVE PROCESS

The Provincial Wood Supply Competitive Process was launched in 2009 to put Ontario's wood back to work and to attract new investment in the forest sector, support new and innovative ventures to stimulate Ontario's economy and build an industry of top performers – both existing and new.

115 submissions were received and subsequently evaluated against pre-established criteria such as financing, economic viability, operating feasibility, wood supply, Aboriginal benefits, management experience, and social, economic and environmental benefits. The Competitive Process has been overseen by an independent Fairness Commissioner and followed a rigorous evaluation and selection process. This has helped ensure all activities were carried out with fairness, openness, transparency, and in compliance with the process set out in November 2009.

As of March 31, 2011, the ministry had issued 35 wood supply offers, of which 16 were accepted and announced. More will be offered and announced in the Spring of 2011. The next stage of the Competitive Process will focus on the implementation of successful business plans, the issuance of facility licenses and supply agreements, and consider amendments to sustainable forest licences. This stage will be coordinated with the Forest Tenure Modernization initiative to ensure that both remain aligned, including developing provisions that provide a measured and responsible transition to a new framework.

PROVINCIAL FOREST ACCESS ROADS FUNDING PROGRAM

Established in 2005, the Provincial Forest Access Roads Funding Program assists the industry through sharing in the costs of building and maintaining the public access road network in provincial Crown forests: 100% primary road costs, and 50% of branch/secondary road costs.

Beginning in 2005/06, the ministry contributed $28 million to the forest industry for its share of primary road maintenance costs. An additional $47 million was subsequently announced to support the construction and maintenance costs of both primary and branch\secondary forest access roads, for a total of $75 million per year. The program is reviewed each year.

In the past six years, forest companies received a total of $399.5 million from the ministry toward their expenditures on the construction and maintenance of forest access roads. Each year, forest industry expenditures on forest access roads have exceeded funding available for the reimbursements of their costs.

The forest industry submitted more than 430 road invoices on the construction and maintenance of primary and branch/secondary forest access roads for fiscal year 2010-11. Consistent with the program, the ministry reimbursed $74.3 million towards eligible costs incurred by the forest industry.

The government continues to partner with FPInnovations – FERIC Division for the development and transfer of road construction and maintenance techniques and log hauling technologies to assist the forest industry in maximizing the use of the program funding in their woodland operations.

FOREST SECTOR PROSPERITY FUND

The Forest Sector Prosperity Fund (FSPF) was established in 2005 as a three-year conditional contribution program to address the challenges facing the forest sector in raising capital to modernize, boost productivity and efficiency and shift to higher value-added markets. The program was closed to applications in October 2008. The objective of the program was to target and leverage new forest sector capital investments in energy conservation and co-generation, energy generation from biomass, load management, value-added manufacturing, improved wood fibre efficiency, advanced materials handling and efficiencies and new environmental technologies.

As of March 31, 2011, $126.6 million have been committed to assist 37 mills, and $37.4 million have been flowed.

There was one new FSPF offer in 2010/11 for a $6 million project. Some projects did not materialize, and others are delayed as proponents continued to finalize their projects.

The program is not anticipated to be fully spent out as a result of the magnitude of the downturn in the industry, which was not anticipated at the time it was implemented.

FOREST SECTOR LOAN GUARANTEE PROGRAM

The Forest Sector Loan Guarantee (LG) Program was established in 2005 to support the forest sector revitalization initiative and to stimulate private sector investment in capital projects. The program can guarantee up to a total of $350 million in loans, and subject to a bad debt allowance of $35 million.

As of March 31, 2011, the ministry has offered $141.4 million in loan guarantees, of which $97.1 million are currently committed. More than $30.7 million in loans have been drawn to support capital projects for companies in Northern Ontario.

The program is not anticipated to be fully spent out as a result of the magnitude of the downturn in the industry, which was not anticipated at the time was implemented.

The loan guarantee and prosperity programs have leveraged $932.5 million in new private sector investments.

WOOD PROMOTION PROGRAM

In its fifth year, the Wood Promotion Program (OWPP) continued to deliver the $1 million per year commitment to support and foster development of economic activity in value-added wood manufacturing, expansion of domestic and international markets for new and existing value-added wood products, development of skills, knowledge and new technologies to support an expanded value-added wood products sector and establishment of a gateway for emerging companies and entrepreneurs to access new markets, education, training, technology transfer and applied research and development.

2010 brought continued support to promote the use of wood products in industrial and commercial applications. This important initiative increases the domestic demand for value-added forest products and seeks to influence those responsible for design and construction of non-residential buildings. Financial support was given to spur interest in the value-added industry among entrepreneurs and assist current SME's with market/product development and efficiencies in their current production processes.

In addition, there was focus on the development of skills and knowledge needed to prepare the next generation of value-added workers with research into the current state of the labour market in Ontario as it relates to the forest and wood manufacturing sector and support for capital assistance within the post secondary institutions to upgrade equipment.

NORTHERN PULP AND PAPER ELECTRICITY PROGRAM

The Northern Pulp and Paper Electricity Transition Program (NPPETP) was announced in 2006 to strengthen the northern economy by providing a bridge for northern pulp and paper companies to achieve electricity efficiency and sustainability and help Northern Ontario mills maintain competitive production costs. The program was designed to reduce the cost of electricity mills purchase while they implement a transition plan designed to decrease long-term electricity costs by a minimum 15 per cent.

Originally a three-year program scheduled to expire in September 2009, the program was extended to September 2010 as part of the 2009 provincial budget announcement. Pulp and paper mills participating in the Northern Pulp and Paper Electricity Transition Program received the NPPETP rebate of 1.8 cents/kWh until September 30, 2010.

The rebate rate was increased from $7 per MW hour to $18 per MW hour to the end of September 2010, which significantly enhanced the competitiveness of the participating mills. Participating mills received $21 million in electricity rebates for fiscal year 2010-11 and $124 million to date over the life of the program. These funds have helped the mills to implement energy savings measures such as the installation of a new bio-mass boiler and lower self-generated electricity costs.

Northern Pulp and Paper Electricity Transition Program participants approved for the Northern Industrial Electricity Rate (NIER) Program received a top-up rebate of 0.2 cents/kWh from the NIER Program until September 30, 2010, and a rebate under NIERP of 2 cents/kWh thereafter, until the end of the three-year program.

Premier's Office

Published Results-based Plan 2011-12

Office of the Premier

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OFFICE OF THE PREMIER

Table 1: Planned Expenditures 2011-12

Operating	**$ 2,761,161**
Capital	**--**
TOTAL	**$ 2,761,161**

Table 2: Operating and Capital Summary by Vote

The Office of the Premier provides staff support for the Premier of Ontario in his roles as head of the Executive Council and head of the Ontario Government.

Votes/Programs	**Estimates 2011-12**	**Change from Estimates 2010-11**		**Estimates 2010-11**	**Interim Actuals 2010-11***	**Actuals 2009-10**
2401	**$**	**$**	**%**	**$**	**$**	**$**
OPERATING AND CAPITAL EXPENSE						
Premier's Office	2,655,300	(31,900)	(1.2)	2,687,200	2,687,200	2,655,406
Total Including Special Warrants	2,655,300	(31,900)	(1.2)	2,687,200	2,687,200	2,655,406
Less: Special Warrants	--	--	--	--	--	--
Total Operating Expense To Be Voted	**2,655,300**	**(31,900)**	**(1.2)**	**2,687,200**	**2,687,200**	**2,655,406**
Special Warrants	--	--	--	--	--	--
Statutory Appropriations	105,861	--	--	105,861	105,861	109,091
Ministry Total Operating & Capital Expense	**2,761,161**	**(31,900)**	**(1.2)**	**2,793,061**	**2,793,061**	**2,764,497**

*Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

APPENDIX:

2011-12 Interim Actuals

Table 1: Interim Actual Expenditures 2010-11

	Interim Actual Expenditures ($M) 2010-11*
Operating	2,793,061
Capital	--
Staff Strength (as of March 31, 2011)	72

*Interim actuals reflect the expenditures presented in the 2011 Ontario Budget.

Ontario

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PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY OVERVIEW

Innovation is key to creating a strong economy that creates jobs and protects education and health care. Fostering an innovation-driven, globally competitive economy is a priority for Ontario and a vital component of the Open Ontario plan.

Launched in 2005, the Ministry of Research and Innovation (MRI) is focused on strengthening Ontario as a leading, innovation-based economy that creates new jobs and opportunities for families. The ministry invests in and supports research, innovation and commercialization projects and partnerships across the province, collaborating with colleges, research hospitals, universities, private sector entities and other governments.

Ministry Mandate

The ministry mandate is to foster a culture of innovation, make Ontario an innovation leader and to showcase the Province, nationally and internationally, as a place where innovation is a priority.

Strategic Direction: Ontario's Innovation Agenda

In April 2008, the ministry launched **Ontario's Innovation Agenda**, a $3.2-billion strategy to make innovation a driving force of the Ontario economy. The Agenda lays the foundation to implement and deliver important government initiatives that support a strong, innovative economy and good jobs for Ontario families.

In 2011, Ontario's Innovation Agenda will continue to improve Ontario's productivity, competitiveness and prosperity by strengthening the pathways that connect researchers, businesses, and global markets.

The Innovation Agenda will guide investments in areas where Ontario is or will be identified as a global leader. Ontario's areas of focus include: the bio-economy and clean technologies, advanced health technologies, pharmaceutical research and manufacturing, and digital media, and information and communications technologies.

Ministry Priorities

Ontario's Innovation Agenda will guide the ministry's investments and work in the following areas for 2011-12 to generate high growth firms and jobs for the future:

- Building a world-class innovation network with global leadership potential;
- Supporting research to develop talent and generate new ideas;
- Getting ideas to market faster by supporting innovative entrepreneurs and high-growth companies; and
- Revitalizing venture capital to drive innovation and ensure global competitiveness.

Building a World-Class Innovation Network with Global Leadership Potential

The **Ontario Network of Excellence** (ONE) continues to play a critical role in the delivery of Ontario's Innovation Agenda at the regional level, where innovation takes place between innovative people and high-growth firms.

> The Ontario Network of Excellence (ONE) is Ontario's revitalized, client-focused, province-wide innovation network.
>
> ONE supports start-ups, emerging growth companies, small and medium-sized enterprises, and large domestic and multi-national enterprises — that wish to pursue innovation to create a global competitive advantage and new wealth in Ontario.

In 2010, the ministry launched 14 Regional Innovation Centres across the province that function as the primary service delivery agents for the ONE. The 14 Centres are:

- Communitech Technology Association (Waterloo);
- Innovation Durham Northumberland (Durham);
- Eastern Lake Ontario Regional Innovation Network (Kingston);
- Guelph Innovation Centre (Guelph);
- Halton Regional Innovation Centre (Halton);
- Innovation Factory (Kingston);
- MaRS Discovery District (Toronto);
- Niagara Interactive Media Generator (nGen) (St. Catharines);
- Northern Technology Alliance (Northern Ontario);
- Ottawa Centre for Research & Innovation (OCRI) (Ottawa);
- Research Innovation Commercialization Centre (Mississauga);
- WEtech Alliance (Windsor);
- TechAlliance of Southwestern Ontario (London); and
- ventureLAB (York).

ONE delivers a full suite of programs and services, which include:

- **Business acceleration programs and services:** A continuum of programs and services to help strengthen entrepreneurial talent, create globally competitive businesses and support innovators as they deal with all the challenges and opportunities that come with building an innovative enterprise; and
- **Industry-academic collaboration programs and services:** Programs and services to accelerate the movement of world-class research discoveries from Ontario's labs to the global marketplace, to support industry-academic collaboration on technical research challenges with existing research institutions (e.g. colleges, universities and hospitals), and to develop talent by cultivating entrepreneurial skills and business skills, and providing real world experience for Ontario's next generation of innovators.

In 2011, the ministry will continue to develop and broaden the ONE, primarily through the integration of the Colleges Ontario Network for Industry Innovation, the National Angel Organization – Ontario and numerous Sector Innovation Centres.

Harnessing the value from all components of Ontario's innovation system, ONE helps local talent to:

- Bridge the gap between discovery and market-ready products;
- Launch new products and services to global markets; and
- Build globally-focused, investor-ready companies.

In total, there are almost 150 organizations and more than 1,100 commercialization experts, business and community leaders, and investors from across the province focused on transforming new research and new ideas into tomorrow's technologies, products and services.

Announced in 2010, the **Ontario Brain Institute (OBI)** is an MRI-funded, independent, not-for-profit organization established to become an internationally recognized centre for excellence in brain research, translation and innovation. Capitalizing on the ongoing revolutions in brain science, the OBI aims to harness Ontario's impressive strengths in brain research and medicine to achieve health, social and economic impact. MRI is investing $15 million over 3 years beginning in fiscal 2010-11 to support the operation of OBI.

Supporting Research to Develop Talent and Generate New Ideas

The foundation of Ontario's innovation network is the talented people and their ideas. The Ministry of Research and Innovation supports a number of initiatives that foster world-class research and talent development at Ontario's universities, colleges and hospitals.

The **Ontario Research Fund - Research Excellence Program (ORF-RE)** provides researchers with the support to undertake cutting-edge research. It promotes research excellence in Ontario by supporting transformative, internationally significant research of strategic value to the province. The ORF-RE focuses on scientific excellence and strong commercialization and targets new, leading-edge research initiatives – while fostering and celebrating innovation through its outreach activities.

Since 2006-07, MRI invested $368.6 million in ORF-RE to support 91 leading-edge research projects across the province, leveraging $737.2 million from over 430 industry, institutional and federal partners.

Through ORF-RE, a special **Global Leadership Round in Genomics and Life Sciences (GL^2)** competition was held in 2009-10 to support basic and applied genomics and gene-related research at Ontario's universities, hospitals and other research institutions.

In 2010-11, MRI announced an ORF-RE investment of $11.5 million to support the Ontario Consortium for Regeneration Inducing Therapeutics, led by Dr. Mick Bhatia at McMaster University.

Dr. Bhatia is committed to making Ontario a leader in human stem cell-based drug discovery. Dr. Bhatia's focus is on identifying chemical means to activate the regenerative process of stem cells and develop new medicines able to repair the damage done by cancer and other tissue/organ related diseases.

GL^2 supports the creation of new knowledge to drive innovation by focusing investments in leading-edge, large-scale genomics and gene-related research initiatives.

In April 2010, MRI announced an investment of over $115 million in 19 leading-edge research projects. Researchers on these projects are working to discover new therapies and technologies that will help people live healthier lives, as well as protect the environment and biodiversity.

The **Ontario Research Fund – Research Infrastructure Program (ORF-RI)** ensures researchers have the funds to invest in state-of-the art equipment and facilities. By providing researchers with access to necessary equipment, Ontario research institutions are able to attract the best talent and create essential capacity to conduct world-leading research.

Since 2004-05, MRI has invested approximately $593.8 million to cover the infrastructure costs of 1,264 leading-edge research projects across the province. ORF-RI is also leveraging nearly $1.4 billion from the federal government and institutional partners.

Early Researcher Awards To date, MRI has committed $79.5 million to 568 recently appointed researchers to help them build their teams and support them early in their careers. Each researcher receives up to $140,000 from MRI, with a $50,000 match by the researcher's institution. Since 2003, Early Researcher Awards winners have engaged over 61,494 youth through 596 outreach events.

Post-Doctoral Fellowships To date, MRI has committed $12.3 million in Post-Doctoral Fellowships to support 247 fellows across Ontario. The program recruits and retains outstanding young scientists to spend two years as post-doctoral fellows in Ontario research institutions. For each fellow, institutions receive $25,000 per year for two years from MRI, matched by the institution.

Youth Outreach Programs Since 2005-06, MRI has invested $5.2 million in 42 Youth Science and Technology Outreach Program projects and 34 Teachers Science and Technology Outreach projects to help youth and teachers experience science under the mentorship of Ontario's leading researchers.

Ontario Institute for Cancer Research (OICR) is an MRI-funded, independent, not-for-profit organization undertaking ground-breaking research into the causes and treatments of cancer. In total, MRI invested $357 million over OICR's first five years to support the operating and capital costs of OICR. In 2010-11, OICR launched a $20 million Canadian research project to decode the prostate cancer genome. With funding support from Prostate Cancer Canada, OICR researchers will use precise genetic information from patients to personalize their prostate cancer diagnosis and treatment. This research will help physicians in determining which patients require intensive therapies and which patients will benefit from careful monitoring.

The **OICR** made an investment in March 2011 to accelerate commercialization of a potentially revolutionary high-throughput screening technology directed at the discovery of anticancer drugs. The technology, Smart Well Plate™, developed at the University of Toronto by Drs. Aaron Wheeler and Jeffrey Wrana, is a palm-sized device that utilizes digital microfluidics (DMF), a technique that allows manipulation of cells and tiny droplets of liquid on an open platform with no moving parts.

Dr. Wheeler is a recipient of the Early Researcher Awards and an ORF-RI, totaling $500,000. Dr. Wrana is the recipient of more than $6 million through the ORF-RE and ORF-RI programs.

Supporting Innovative Entrepreneurs and High-Growth Companies

In addition to the supports available through ONE, the Ministry of Research and Innovation delivers a number of initiatives that help entrepreneurs and companies with high-growth potential transform leading ideas and discoveries into tomorrow's technologies, products and services. Supporting high-growth firms leads to job creation in Ontario. A recent economic study identified that, between 1993 and 2003, high-growth firms accounted for only 4 per cent of businesses in Canada but were responsible for 45 per cent of net jobs created.

In 2010-11, the Ontario government created the **Water Technology Acceleration Project (WaterTAP)**, a 3 year, $5 million initiative that will promote the development of Ontario's water and wastewater sectors. WaterTAP will help increase their capacity to develop, test, demonstrate and commercialize innovative water technologies and services, as well as help to expand their business opportunities nationally and internationally. WaterTAP will capitalize on the momentum in Ontario's water sector and support water technology companies so they grow, expand and export their 'made-in-Ontario' expertise. It will also provide a forum for governments, the private sector and academic institutions to exchange information and ideas on how to make Ontario a leading jurisdiction in the development and commercialization of water technology.

Key milestones for the current fiscal year include the establishment of WaterTAP's Board of Directors and the execution of various agreements with the ministry to begin operations.

The **Innovation Demonstration Fund (IDF)** was announced in 2006 to help companies develop promising environmental, alternative energy, bio-products, hydrogen and other globally significant technologies at the pilot stage of development. To date, MRI has funded 20 innovative Ontario companies which will lead the next generation of innovative projects.

The **Ontario Network of Excellence (ONE)** includes the MaRS Discovery District, the Ontario Centres of Excellence, and 14 Regional Innovation Centres and provides access to over 400 "commercialization experts" located throughout the province who help entrepreneurs and technology-based companies to launch and grow their businesses.

Spun out of the University of Toronto's Institute for Optical Sciences, **Vive Nano** is an award-winning company that has developed an environmentally-friendly process for creating products and materials using nanotechnology.

The $3.8 million in IDF funding is helping the company build a pilot plant, refine its processes and come to full production levels. The company is creating 19 new high-skill jobs over the next two years, including chemists, technicians, engineers, project managers and a controller.

From 2007-10, ONE helped more than 2,000 clients to:

- Leverage more than $530 million in private investment and more than $144 million in public investment;
- Create/retain more than 25,000 jobs;
- Protect over 5,700 new ideas through licenses, disclosures, patents and copyrights;
- Develop over 2,100 prototypes;

- Bring more than 1,200 products and services to market;
- Facilitate over 9,500 industry-research partnerships; and
- Sell to more than 9,800 new customers.

Business Ecosystem Support Fund supports sophisticated industry – academic partnerships that will accelerate product development in emerging global markets. In 2009-10 and early 2010-11, the ministry launched 4 new innovation centres:

- $13.6 million to GreenCentre Canada to develop the next generation of green industrial products;
- $9.3 million to Coral CEA to help Ontario companies compete in the global Communications Enabled Applications market, which provides the next generation of efficiency tools for a host of industrial applications;
- $26.4 million to The Communitech Hub: Digital Media and Mobile Accelerator to ensure Ontario maintains a leadership position in the rapidly growing market for digital media and mobile computing applications, across a range of industries; and
- $21 million in The Health Technology Exchange (HTX), which will help HTX partner with innovative companies, research institutions and health providers to develop cutting-edge medical and assistive technologies that can be marketed to the world.

The **Ontario Tax Exemption for Commercialization** was announced in 2008 to support newly established corporations in priority areas by encouraging the commercialization of intellectual property developed at qualifying Canadian universities and colleges. The program offers a refund of corporate income tax and corporate minimum tax paid for a qualifying corporation's first ten taxation years.

Revitalizing Venture Capital to Drive Innovation and Ensure Global Competitiveness

Venture capital is a critical ingredient to fuel Ontario's high-growth firms that create high quality jobs. The Ministry of Research and Innovation is helping high-growth start-up companies access the capital needed to continue growing their business and creating jobs across Ontario. The ministry has established three market-based initiatives to leverage the private sectors investment capacity.

The Ontario Emerging Technologies Fund (OETF) is a direct co-investment Fund established by the Province of Ontario in 2009. The OETF will invest $250 million over seven years alongside qualified investors into innovative, high-growth, private Ontario companies. The Fund is managed by the Ontario Capital Growth Corporation (OCGC), an agency of the Ontario Ministry of Research and Innovation. To date, the OCGC through the OETF, has approved investments of approximately $34.8 million in 16 Ontario-based technology companies: Avvasi Inc., B5 Media, Bering Media Inc., Covarity Precision Inc., Ecobee Inc., Energate, evandtech, iStopOver, Morega, Natrix Separations, Neuraxon, Peraso, Shoplogix, TeloIP, Verold, and Woodland Biofuels.

Ontario Venture Capital Fund (OVCF) In 2007-08, Ontario secured commitments from the Ontario Municipal Employee Retirement System, the Royal Bank of Canada, the Business Development Bank of Canada and Manulife Financial to lever Ontario's $90 million initial investment into a $205 million Ontario Venture Capital Fund. Ontario's funds are held by the Ontario Capital Growth Corporation. The Fund is managed by Northleaf Capital (formerly TD Private Equity) on behalf of the limited partners, including Ontario. To date, the OVCF's Fund Manager, Northleaf Capital, has made investments totaling approximately $20 million into two Ontario-based funds run by Georgian Partners, XPV Capital Corporation. The OVCF has also made two direct co-investments into Ontario companies, I Love Rewards and BlueCat Networks.

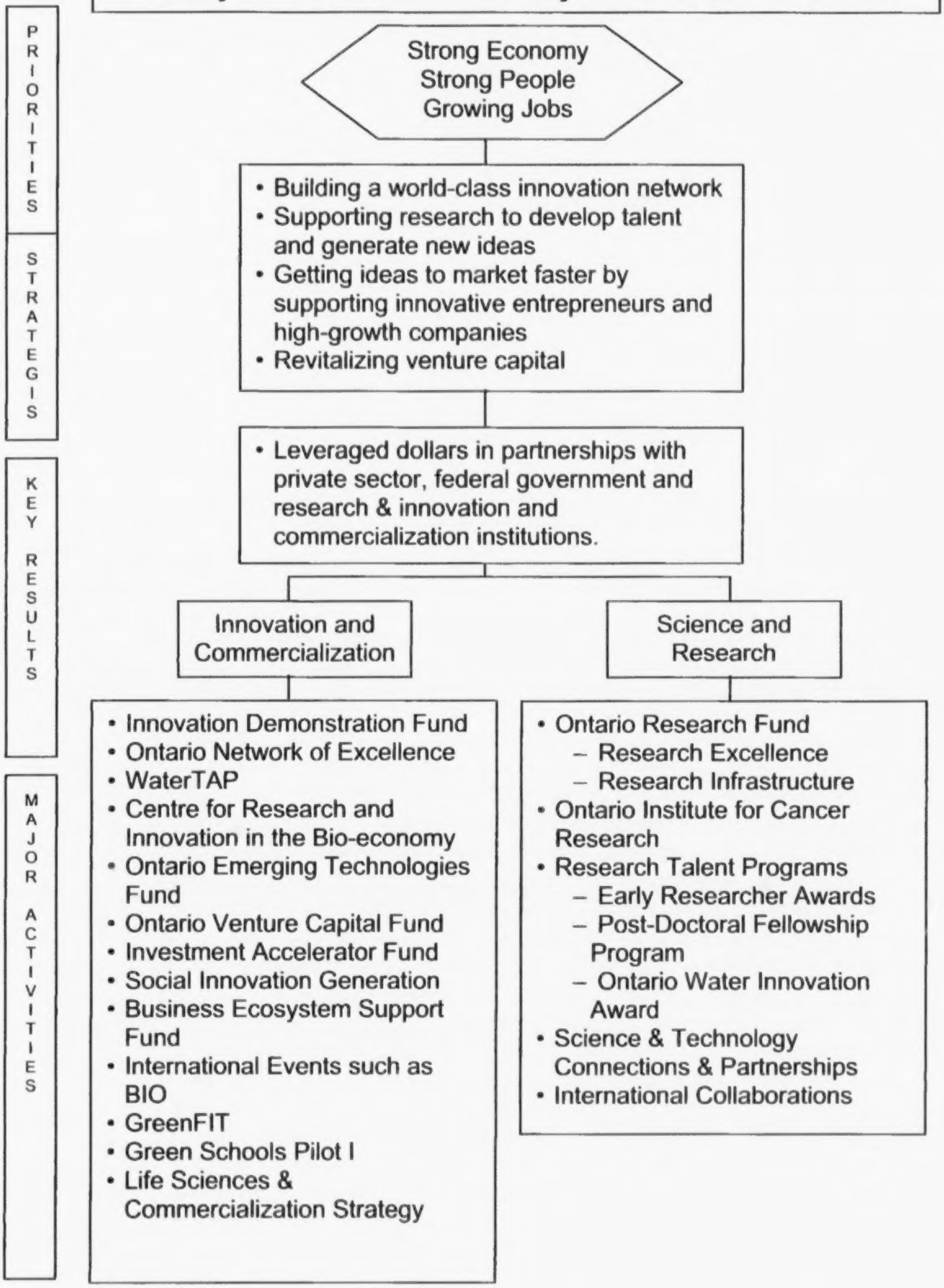
In June 2009, **OVCF** made its first direct co-investment of $1.8 million in I Love Rewards, an Ontario web-based provider of employee rewards and recognition, sales incentive and service award programs.

Founded by Razor Suleman, I Love Rewards works with top employers in North America to recruit, retain and inspire employees. It is working towards becoming a global leader in the $47-billion rewards and recognition industry.

It has been named one of the 50 best small and medium-sized companies to work for in Canada; the GTA's Top Employers for 2007, 2008 and 2009; and Canada's Top 100 Employers for 2007 and 2008.

Investment Accelerator Fund (IAF) The IAF helps accelerate the growth of new technology companies being established in Ontario and positions them for further investment by angels and venture capitalists. The Fund invests up to $500,000 in companies that have the potential to be global leaders in their field and provide sustainable economic benefits to Ontario. The IAF has invested a total of $19 million in 34 early stage companies. These companies have received a total of $59.9 million in private follow-on investment.

Ministry Contributions to Key Priorities & Results



PRIORITIES

Strong Economy
Strong People
Growing Jobs

STRATEGIS

- Building a world-class innovation network
- Supporting research to develop talent and generate new ideas
- Getting ideas to market faster by supporting innovative entrepreneurs and high-growth companies
- Revitalizing venture capital

KEY RESULTS

- Leveraged dollars in partnerships with private sector, federal government and research & innovation and commercialization institutions.

MAJOR ACTIVITIES

Innovation and Commercialization

- Innovation Demonstration Fund
- Ontario Network of Excellence
- WaterTAP
- Centre for Research and Innovation in the Bio-economy
- Ontario Emerging Technologies Fund
- Ontario Venture Capital Fund
- Investment Accelerator Fund
- Social Innovation Generation
- Business Ecosystem Support Fund
- International Events such as BIO
- GreenFIT
- Green Schools Pilot I
- Life Sciences & Commercialization Strategy

Science and Research

- Ontario Research Fund
  - Research Excellence
  - Research Infrastructure
- Ontario Institute for Cancer Research
- Research Talent Programs
  - Early Researcher Awards
  - Post-Doctoral Fellowship Program
  - Ontario Water Innovation Award
- Science & Technology Connections & Partnerships
- International Collaborations

LOOKING AHEAD

As the ministry moves through 2011-12, MRI will focus on implementing the Ontario Innovation Agenda and further broadening the Ontario Network of Excellence (ONE), continuing the success of ongoing programs and initiatives and delivering on program and legislative commitments.

2011 Budget: A Continued Commitment to Innovation

The 2011 Budget demonstrates Ontario's continued commitment to innovation as a platform that supports the government's Open Ontario plan to accelerate Ontario's transformation to an innovation-driven economy,

The ministry will continue to roll out the multi-year Ontario Innovation Agenda – and all programs will continue to work with the ONE network to implement targeted programs that foster entrepreneurial business innovation.

Social Innovation Strategy: Pursuing Partnerships with Social Enterprise

Ontario families want government to continue deliver the services they value more effectively, without putting additional pressures on the public purse.

It's a challenge that has brought together three Ontario ministries. The Ministry of Research and Innovation, along with the Ministry of Children and Youth Services (MCYS) and the Ministry of Citizenship and Immigration (MCI) have begun to develop a social innovation strategy that will transform the way government works.

What is social innovation? Social innovations are systems-changing. They alter the perceptions, behaviours and structures that give rise to social challenges, challenges that government has typically been exclusively responsible for addressing.

Simply put - social innovation is about leveraging assets and ideas that allow organizations to augment their revenues and increase their ability, intellectual property and assets to generate new revenue, create more capacity, and address social challenges alongside government.

The three ministries are bringing together policy makers, business-leaders, and not-for-profit stakeholders to build a social innovation policy toolkit. Over the past few years, a wide variety of recommendations have been submitted to the government to help build social innovation capacity. Recommendations both inside and outside of government have been broad and evolving and have ranged from social finance, to digital media for social benefit, to new corporate forms, to a wide array of tools for municipalities. Our goal is to work with stakeholders to build a toolkit that works for Ontario - a tool kit that will enable social innovators to pursue social benefit goals while also creating economic value in the province.

This approach does not suggest government is handing off its responsibilities to address social challenges to the private and non-profit sectors. In fact, by fostering social innovation, we are leveraging taxpayer dollars to create more capacity to deliver services to the greatest social benefit.

Ontario's Water Strategy

In 2010, the government set a goal to make the province a North American leader in the development and sale of new technologies and services for water conservation and treatment.

Several programs supporting the initiatives under the *Water Opportunities and Water Conservation Act, 2010* are underway or in development.

The Water Strategy also encourages innovation and commercialization in the water sector:

- The **Innovation Demonstration Fund Water Round** supports the demonstration of new water and waste water technologies that can be exported to customers around the world.
- The **Ontario Research Fund - Research Excellence Program**, which includes a focus on the development of water-related solutions, recently concluded a competition for research projects in water and wastewater technologies.
- The **Ontario Water Innovation Award** recognizes the excellence, leadership, entrepreneurship and outstanding performance in a company that is developing a commercially successful water technology related to the conservation and/or treatment of water.

Creating a World-leading Water Hub

The *Water Opportunities and Water Conservation Act, 2010* was passed in November 2010.

It will encourage the creation and export of innovative clean water technologies, promote water conservation and attract economic opportunities in the province.

The Act enables the creation of the Water Technology Acceleration Project (WaterTAP), a technology hub bringing together industry, academia and government to develop the sector and promote it abroad.

The Act enables the government to set water efficiency standards, encourage water efficiency across public agencies and require water conservation plans for institutions in the broader public sector.

Expanding Ontario's Perimeter Institute

The Budget will provide an additional $50 million over 10 years to the **Perimeter Institute**, which has established Ontario as a leading global centre of theoretical physics, attracting Professor Stephen Hawking as a Distinguished Research Chair.

> "Perimeter's chosen scientific focus, connecting quantum theory and space time, is central to new insights which are emerging, concerning not only black holes and the beginning of the universe, but also nuclear and particle physics, quantum computers, and the science of new materials. Perimeter is a grand experiment in theoretical physics. I am hoping, and expecting, great things will happen here."
>
> *Prof. Stephen Hawking, Distinguished Research Chair, Perimeter Institute, Waterloo*

As part of the Province's measures to deliver better value for money by reducing waste, eliminating duplication, strengthening oversight and finding more cost savings, MRI will be streamlining research talent and business support programs to save $76 million over the next three years. This includes discontinuing the Premier's Discovery and Catalyst Awards as announced by the Minister of Finance in December 2010.

APPENDIX: HIGHLIGHTS OF ACHIEVEMENTS FROM 2010-11

The Ministry of Research and Innovation has a clear focus on the government's commitment to innovation as a catalyst for economic growth across all sectors of the economy.

Building the Foundation for Innovation: The Ontario Innovation Agenda

In April 2008, the ministry launched **Ontario's Innovation Agenda**, a $3.2-billion strategy to make innovation a driving force of the Ontario economy. The Agenda lays the foundation to implement and deliver important government initiatives that support a strong, innovative economy and good jobs for Ontario families.

Ontario's Innovation Agenda continues to improve Ontario's productivity, competitiveness and prosperity by strengthening the pathways that connect research, business and global markets.

The focus of the Agenda is to ignite growth in the industries that will shape our future and create Ontario's next generation of jobs and prosperity. It builds on this province's greatest strength – the talent and ingenuity of our people. The Agenda supports:

- Building a world-class innovation network with global leadership potential;
- Supporting research to develop talent and generate new ideas;
- Getting ideas to market faster by supporting innovative entrepreneurs and high-growth companies; and
- Revitalizing venture capital to drive innovation and ensure global competitiveness.

Driving Tomorrow's Innovation Economy Today: Priority Areas

The Innovation Agenda will guide investments in areas where Ontario is or will be identified as a global leader. Initial areas of focus include the bio-economy and clean technologies, advanced health technologies, pharmaceutical research and manufacturing, and digital media and information and communications technologies.

2010-11 Investments

- Bio-economy and clean technologies ($133.6 million);
- Advanced health technologies and pharmaceutical research ($305.4 million); and
- Digital media and information and communications technologies ($91.3 million).

Supporting Research to Develop Talent and Generate New Ideas

The foundation of Ontario's Innovation Network is the talented people and their ideas. The Ministry of Research and Innovation supports a number of initiatives that foster world-class research and talent development at Ontario's universities, colleges and hospitals.

The **Ontario Research Fund - Research Excellence Program (ORF-RE)** provides researchers with the support to undertake cutting-edge research. It promotes research excellence in Ontario and contributes to enhancing Ontario's business climate, skills and knowledge for innovation – while fostering and celebrating innovation through its outreach activities.

Since 2006-07, MRI has invested $368.6 million in ORF-RE to support 91 leading-edge research projects across the province, leveraging $737.2 million from over 430 industry, institutional and federal partners.

Through ORF-RE, a special **Global Leadership Round in Genomics and Life Sciences (GL^2)** competition was held in 2009-10 to support basic and applied genomics and gene-related research at Ontario's universities, hospitals and other research institutions.

GL^2 supports the creation of new knowledge to drive innovation by focusing investments in leading-edge, large-scale genomics and gene-related research initiatives.

In April 2010, MRI announced an investment of over $114.6 million in 19 leading-edge research projects. Researchers on these projects are working to discover new therapies and technologies that will help people live healthier lives, as well as protect the environment and biodiversity.

The **Ontario Research Fund – Research Infrastructure Program (ORF-RI)** ensures researchers have the funds to invest in state-of-the art equipment and facilities. By providing researchers with access to necessary equipment, Ontario research institutions are able to attract the best talent and create essential capacity to conduct world-leading research.

Since 2004-05, MRI has committed approximately $593.8 million to cover the infrastructure costs of 1,264 leading-edge research projects across the province. ORF-RI is also leveraging nearly $1.4 billion from the federal government and institutional partners.

The **Life Sciences Commercialization Strategy** was launched in April of 2010, and included:

- $7 million Investment Accelerator Fund - Life Science sidecar fund to enable a one-time special financing round exclusively for Ontario biotech companies; and
- Clinical trials related initiatives:
    1. Expanding capacity of the Population Health Research Institute in Hamilton to support the management of Phase IV trials on a global scale.
    2. Development of a new province-wide coordinating framework to streamline administrative processes and ethics reviews for multi-centre clinical trials. This would also include moving towards a common contract process.

Early Researcher Awards To date, MRI has committed $79.5 million to 568 recently appointed researchers to help them build their teams and support them early in their careers. Each researcher receives up to $140,000 from MRI, with a $50,000 match by the researcher's institution. Since 2003, Early Researcher Awards winners have engaged over 61,494 youth through 596 outreach events.

Post-Doctoral Fellowships To date, MRI has committed $12.3 million in Post-Doctoral Fellowships to support 247 fellows across Ontario. The program recruits and retains outstanding young scientists to spend two years as post-doctoral fellows in Ontario research institutions. For each fellow, institutions receive $25,000 per year for two years from MRI, matched by the institution.

International Strategic Opportunities Program (ISOP) provides funding for strategic international collaborations between Ontario research institutions and the global research community. The goal of the program is to improve Ontario's long-term economic potential by attracting and retaining the best and brightest research talent. Since 2005-06, ISOP has provided $4.1 million in funding to support 29 international research collaborations.

Ontario Institute for Cancer Research (OICR) is an MRI-funded, independent, not-for-profit organization undertaking ground-breaking research into the causes and treatments of cancer. In total, MRI has invested $357 million over OICR's first five years to support its operating and capital costs.

International Collaborations The ministry has entered into Memoranda of Understanding with several jurisdictions, including Israel, China, India and Singapore, with a total of $3.5 million in funding committed to promote joint research and commercialization activities. In 2011-12, MRI will continue to fund projects and activities under these agreements.

International Events The ministry attends key international events to showcase Ontario's strengths in key sectors, promote MRI programs, strengthen relationships with international partners and attract talent and investment. In 2011-12, MRI will build upon its success at past events, such as BIO, BIO Asia, the Quebec City Conference, and expand its reach through a comprehensive events plan.

Supporting Innovative Entrepreneurs and High-Growth Companies

In addition to the supports provided through ONE, the Ministry of Research and Innovation delivers a number of initiatives that help entrepreneurs and companies with high-growth potential transform leading ideas and discoveries into tomorrow's technologies, products and services.

The **Ontario Water Innovation Award** recognizes the excellence, leadership, entrepreneurship and outstanding performance in a company that is developing a commercially successful water technology related to the conservation and/or treatment of water.

The **Innovation Demonstration Fund** was launched in 2006 to help companies develop promising bio-based environmental and alternative energy technologies. To date, MRI has funded 20 innovative Ontario companies which will lead the next generation of innovative projects such as water current-power energy generation and new solar panel technologies.

The **Ontario Tax Exemption for Commercialization** was announced in 2008 to support newly established corporations in priority areas by encouraging the commercialization of intellectual property developed at qualifying Canadian universities and colleges. The program offers a refund of corporate income tax and corporate minimum tax paid for a qualifying corporation's first ten taxation years.

The **Business Ecosystem Support Fund** supports sophisticated industry – academic partnerships that will accelerate product development in emerging global markets. In 2009-10 and early 2010-11, the ministry launched 4 new innovation centres:

- $13.6 million to GreenCentre Canada to develop the next generation of green industrial products;
- $9.3 million to Coral CEA to help Ontario companies compete in the global Communications Enabled Applications market, which provides the next generation of efficiency tools for a host of industrial applications;
- $26.4 million to The Communitech Hub: Digital Media and Mobile Accelerator to ensure Ontario maintains a leadership position in the rapidly growing market for digital media and mobile computing applications, across a range of industries; and
- $21 million in The Health Technology Exchange (HTX), which will help HTX partner with innovative companies, research institutions and health providers to develop cutting-edge medical and assistive technologies (MAT) that can be marketed to the world.

Revitalizing Venture Capital to Drive Innovation and Ensure Global Competitiveness

The Ministry of Research and Innovation is helping high-growth start-up companies access the capital needed to continue growing their business and creating jobs across Ontario. The ministry has established three market-based initiatives to leverage the private sectors investment capacity.

The Ontario Emerging Technologies Fund (OETF) is a direct co-investment Fund established by the Province of Ontario in 2009. The OETF will invest $250 million over five years, to a maximum of $50 million per year for each of the 5 years, to co-invest alongside qualified investors into innovative, high-growth, private, Ontario companies. The Fund is managed by the Ontario Capital Growth Corporation (OCGC), an agency of the Ontario Ministry of Research and Innovation. To date, the OCGC through the OETF has approved investments of approximately $34.8 million in 16 Ontario-based technology companies: Avvasi Inc., B5 Media, Bering Media Inc., Covarity Precision Inc., Ecobee Inc., Energate, evandtech, iStopOver, Morega, Natrix Separations, Neuraxon, Peraso, Shoplogix, TeloIP, Verold, and Woodland Biofuels.

Ontario Venture Capital Fund (OVCF) In 2007-08, Ontario secured commitments from the Ontario Municipal Employee Retirement System, the Royal Bank of Canada, the Business Development Bank of Canada and Manulife Financial to lever Ontario's $90 million initial investment into a $205.0 million Ontario Venture Capital Fund. Ontario's funds are held by the Ontario Capital Growth Corporation. The Fund is managed by Northleaf Capital (formerly TD Private Equity) on behalf of the limited partners, including Ontario. To date, the OVCF's Fund Manager, Northleaf Capital, has made investments totaling approximately $20 million into two Ontario-based funds run by Georgian Partners, XPV Capital Corporation. The OVCF has also made two direct co-investments into Ontario companies, I Love Rewards and BlueCat Networks.

Investment Accelerator Fund (IAF) helps accelerate the growth of new technology companies being established in Ontario and positions them for further investment by angels and venture capitalists. The Fund invests up to $500,000 in companies that have the potential to be global leaders in their field and provide sustainable economic benefits to Ontario. The IAF has invested a total of $19 million in 34 early stage companies. These companies have received a total of $59.9 million in private follow-on investments.

LOOKING AHEAD

As the ministry moves through 2011-12, the ministry will focus on accelerating the impact of the Ontario Network of Excellence, continuing the success of ongoing programs and initiatives, and delivering on program and legislative commitments.

LEGISLATION

The *Ontario Capital Growth Corporation Act, 2008* establishes the Ontario Capital Growth Corporation as a statutory corporation without share capital. The Act provides that the Corporation is an agent of the Crown in Right of Ontario. The Corporation fulfills Ontario's legal obligations as a limited partner in the Ontario Venture Capital Fund.

Ontario Regulation 278/09 made under the Ontario *Capital Growth Corporation Act, 2008* provides that the Corporation acquire, manage and otherwise deal with a portfolio of investments in businesses that the Corporation considers constitute emerging technology businesses. This portfolio is known in English as the Ontario Emerging Technologies Fund.

The Ontario Tax Exemption for Commercialization, administered jointly by MRI and the Ministry of Revenue, is a legislated program under the *Corporations Tax Act* and the *Taxation Act, 2007*. The Acts are the responsibility of the Ministry of Finance.

The *Water Opportunities and Water Conservation Act, 2010* was passed in November, 2010 and will encourage the creation and export of innovative clean water technologies, promote water conservation and attract economic opportunities in the province.

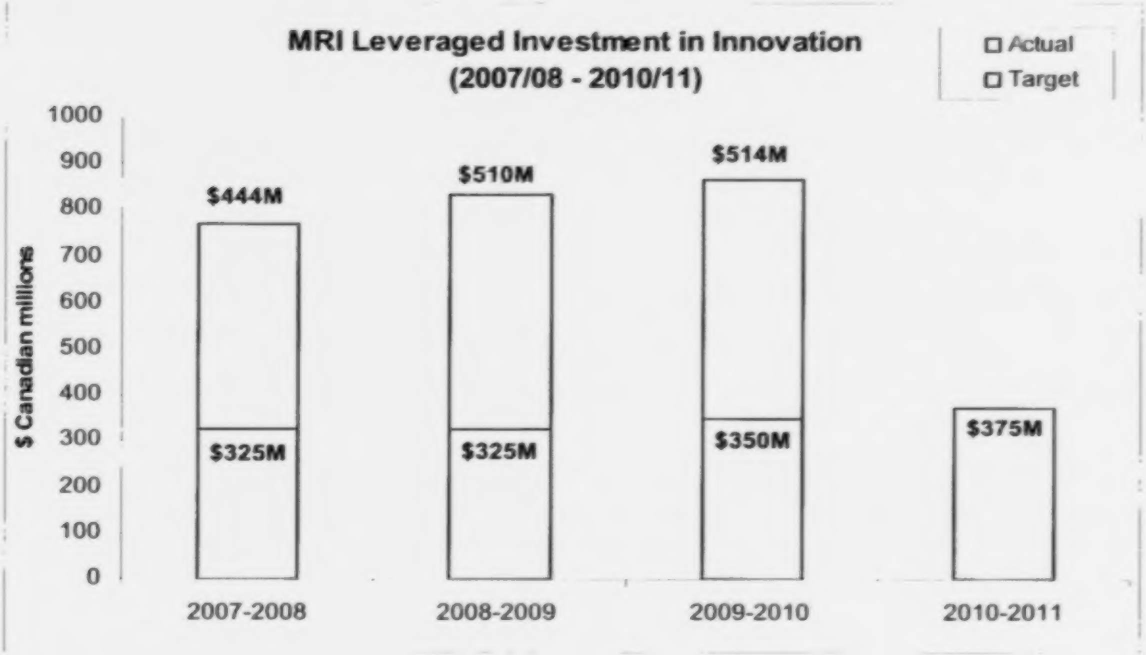
The Act enables the creation of the Water Technology Acceleration Project (WaterTAP), a technology hub bringing together industry, academia and government to develop the sector and promote it abroad.

In addition, it will also enable the government to set water efficiency standards, encourage water efficiency across public agencies, and require water conservation plans for institutions in the broader public sector.

PERFORMANCE MEASURE

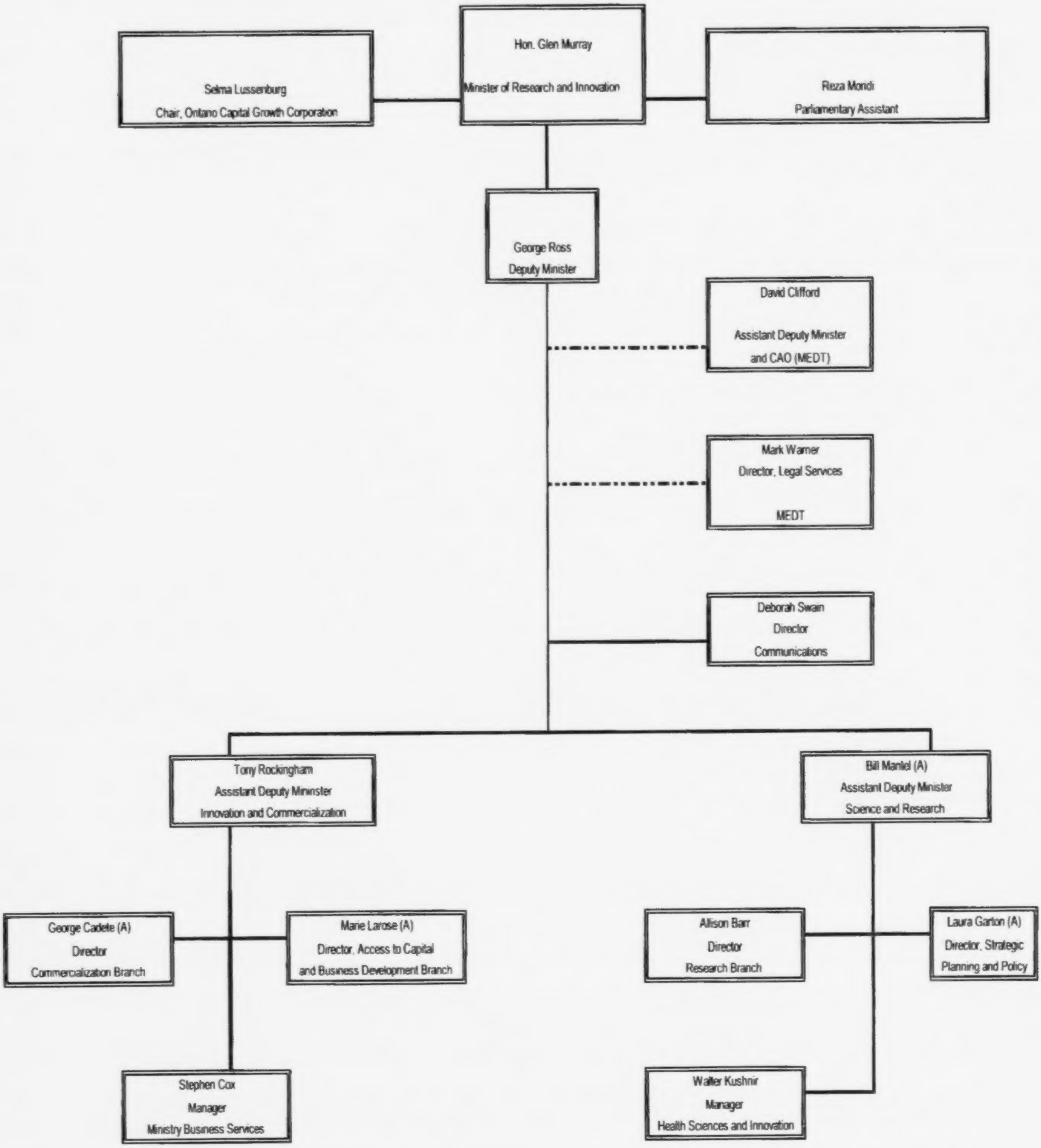
The ministry collects information on its activities through a series of performance measures including Leveraged Investment in Innovation. This measure provides information on the expected partner and matching investments in research and commercialization initiatives for which the ministry provides funding. It is a significant indicator as it illustrates the role that the ministry plays as a facilitator and generator of investments and participation by the private sector, the federal government and other parties in Ontario's research and commercialization initiatives.

Leveraged investment targets have been consistently exceeded each year. In 2009-10, leveraged investment was $514 million, $4 million more than in 2008-09 and $164 million above target.



Ontario

MINISTRY ORGANIZATION CHART


Hon. Glen Murray
Minister of Research and Innovation
Selma Lussenburg
Chair, Ontario Capital Growth Corporation
Reza Moridi
Parliamentary Assistant
George Ross
Deputy Minister
David Clifford
Assistant Deputy Minister
and CAO (MEDT)
Mark Warner
Director, Legal Services
MEDT
Deborah Swain
Director
Communications
Tony Rockingham
Assistant Deputy Mininster
Innovation and Commercialization
Bill Mantel (A)
Assistant Deputy Minister
Science and Research
George Cadete (A)
Director
Commercialization Branch
Marie Larose (A)
Director, Access to Capital
and Business Development Branch
Stephen Cox
Manager
Ministry Business Services
Allison Barr
Director
Research Branch
Laura Garton (A)
Director, Strategic
Planning and Policy
Walter Kushnir
Manager
Health Sciences and Innovation

AGENCIES, BOARDS AND COMMISSIONS (ABC'S)

Operating Agency

Ontario Capital Growth Corporation

The Ontario Capital Growth Corporation (OCGC or the Corporation) was established by the *Ontario Capital Growth Corporation Act, 2008*. The Act was proclaimed and in force as of February 1, 2009.

The interim Board of Directors is comprised mainly of public servants, who were appointed by the Lieutenant Governor in Council on February 4, 2009. In February 2011, Selma Lussenburg was appointed Chair.

The OCGC is an agent of the Crown and is classified as an operational enterprise agency. Under the Act, the Corporation's principal activities are to:

- Receive, hold, administer and otherwise deal with the interest of the Government of Ontario in the limited partnership known as the Ontario Venture Capital Fund LP;
- Acquire, manage and otherwise deal with a portfolio of investments in businesses that the Corporation considers constitute emerging technology businesses, which portfolio is known in English as the Ontario Emerging Technologies Fund; and
- Perform any additional objects specified by the Lieutenant Governor in Council.

Additional objects of the Corporation were added later in 2009 through Ontario Regulation 278/09 made under the *Ontario Capital Growth Corporation Act, 2008*.

The Corporation's fiscal year commences on April 1 in each year and ends on March 31 in the following year. The Board will submit an Annual Report on its affairs (including audited financial statements) to the Minister of Research and Innovation within 90 days after the end of each fiscal year.

Advisory Agencies

Ontario Research Fund Advisory Board

The Ontario Research Fund Advisory Board is an advisory Board that adjudicates applications to Ontario's research programs, which support research talent, infrastructure and operations. The Board makes recommendations to the Minister based on a project's merit and alignment with the respective program's goals and provides advice and assistance to the Minister as required.

The Board adjudicates applications for the Ontario Research Fund (ORF) and the Early Researcher Awards (ERA) Program. The ORF provides infrastructure, operating and overhead funds to support leading edge R&D in Ontario's research institutions. The ERA supports early career researchers with recognized potential.

Ontario

PUBLISHED RESULTS-BASED PLAN 2011-12

MINISTRY FINANCIAL INFORMATION

Ministry Allocation of 2011-12 Base Spending ($ Millions)

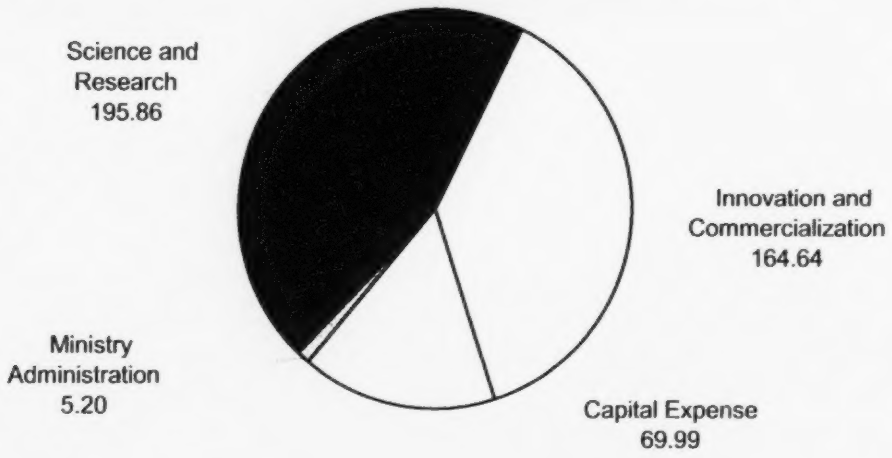


Table 1: Ministry Planned Expenditures 2011-12

Program Name	Ministry Planned Expenditures ($M)
Operating Expense *	
Ministry Administration	5.2039
Science and Research	195.8575
Innovation and Commercialization	164.6426
Total Operating Expense *	365.7040
Capital Expense *	69.9860
Total Operating and Capital Expense, Excluding Assets *	435.6900
Operating Assets	4.3270
Capital Assets	0.0010

*Excludes Consolidation Adjustments

Table 2: Operating and Capital Summary by Vote

The ministry focuses its efforts on activities which support a stronger Ontario in the creation of jobs in today's and future economies by: implementing research and innovation policies and programs based on expert advice to ensure an agenda to deliver excellence, performance and results; working closely with our partner ministries to implement programs to achieve future social, environmental and economic benefits; and fostering a culture of innovation and showcasing Ontario, nationally and internationally, as an innovation-based economy and society.

The ministry's key priorities are: extracting value from Ontario's excellence in research and commercialization; focusing investment in areas where Ontario can be globally competitive; leveraging skills, knowledge, and funding; developing an innovation-friendly business climate; and enhancing the Ontario government's role as a catalyst for change.

Votes/Programs	Estimates 2011-12 $	Change from 2010-11 Estimates		2010-11*		Actuals 2009-10 $
		$	%	Estimates $	Interim Actuals $	
OPERATING AND CAPITAL EXPENSE						
Research and Innovation Program	435,624,000	(20,079,400)	(4%)	455,703,400	413,463,691	384,062,889
Total Including Special Warrants	435,624,000	(20,079,400)	(4%)	455,703,400	413,463,691	384,062,889
Less: Special Warrants	-	-	-	-	-	-
Total To Be Voted	435,624,000	(20,079,400)	(4%)	455,703,400	413,463,691	384,062,889
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	66,014	-	-	66,014	47,281	28,034
Net Consolidation Adjustment - Colleges	-	3,640,000	(100%)	(3,640,000)	(267,384)	(850,554)
Net Consolidation Adjustment - Hospitals	(26,287,400)	(7,887,400)	43%	(18,400,000)	(25,407,723)	(37,427,167)
Other Adjustment - Ontario Capital Growth Corporation	(39,895,600)			(22,200,000)	(22,279,000)	(8,161,582)
Ministry Total Operating and Capital	369,507,014	(42,022,400)	(10%)	411,529,414	365,556,865	337,651,620
OPERATING AND CAPITAL ASSETS						
Research and Innovation Program	4,328,000	(3,522,000)	(45%)	7,850,000	-	-
Total Assets To Be Voted	4,328,000	(3,522,000)	(45%)	7,850,000	-	-

* Estimates for the previous year are restated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the Ontario Budget.

Ministry Key Performance Results 2009-10

MRI performance results for its key measure for 2009-10:

- Leveraged investment targets have been consistently exceeded each year. In 2009-10, leveraged investment was $514 million, $4 million more than in 2008-09 and $164 million above target.

Table 3: Ministry Expenditures 2010-11

	Ministry Interim Actual Expenditures ($M)
Operating	**$304.4M**
Capital	**$61.1M**
Staff Strength (as of March 31, 2011)	**153.3**

Revenue

Ontario

Published Results-based Plan 2011-12

Ministry of Revenue

ISSN # 1913-2530

Ce document est disponible en français

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MINISTRY OVERVIEW

The Ministry of Revenue (MOR) directly supports the government's priorities on Strengthening the Economy and Open for Business by enhancing Ontario's business climate. The ministry also contributes to the priority of Serving the Public Interest by supporting modern, efficient public services. It achieves both by efficiently administering tax and benefit programs, offering education and outreach to encourage voluntary compliance following an integrated approach to customer service, and providing support to low-income Ontarians.

Vision and Mission

The **vision** of the Ministry of Revenue is excellence through innovation, collaboration and service.

The **mission** of the ministry is to deliver revenue and benefit programs in support of a better future for Ontarians.

Mandate

The ministry delivers revenue, benefit and tax credit programs in support of a better future for Ontarians. Revenues provide the fiscal foundation on which many of government's programs are based, while various tax credit and benefit programs help support a strong social, economic, and investment climate for Ontario. Taxpayer education and an independent review of objections are used to encourage compliance, while enforcement activities help to discourage non-compliance. The engagement of our employees is critical to the success of this mandate.

PROGRAM OVERVIEW

The Ministry of Revenue is comprised of the following key programs:

Ministry Administration

Ministry Administration provides overall leadership, governance and communications for the ministry. The program includes the Offices of the Minister, Parliamentary Assistant, Deputy Minister, Strategic Communications Unit and Central Agencies Information and Information Technology Cluster.

Compliance Programs

The Compliance Programs Division plays a key role in promoting public confidence in the fairness and integrity of Ontario's tax system. The division is responsible for the audit, inspection and investigative functions for the ministry to ensure compliance with Ontario's tax statutes.

This program:

- directs and executes excellence in the audit function using risk based techniques, modern technology and best practices;
- provides high quality, effective investigations and inspections; and
- partners with other ministries, agencies and the broader public sector to provide technical services, including forensic data recovery and forensic accounting.

Operations

The Operations Division focuses on operational and service delivery, benefits administration, revenue collection and the implementation of current transformational projects (i.e., ONT-TAXS Project Office and Benefits Transformation Project Office) to support the ministry's commitment to continuous improvement and modernization.

This program:

- supports the administration of tax statutes as well as a number of tax incentive and benefit programs;
- encourages compliance through taxpayer services;
- provides remittance, data and image capture and revenue accounting operations services;
- maintains data integrity in sustaining an efficient tax administration system and collections function for all MOR-administered tax statutes; and
- provides support to fiscal policy formation in determining tax incentives and benefit programs.

Tax Administration Policy and Partnerships

The Tax Administration Policy and Partnerships Division is responsible for strategic management services, relationship management and business development, tax advisory services and tax appeals.

This program:
- oversees the ministry's strategic management services;
- develops proactive and effective tax administration policy that supports the government's competitive business environment and Open for Business priorities;
- manages inter-jurisdictional relationships and joint initiatives and monitors the related service providers;
- explores new opportunities for transforming tax and program delivery; and
- provides service excellence in the tax advisory and tax appeals functions.

MINISTRY ACTIVITIES

Key activities in which the Ministry of Revenue is currently involved are described below:

Reforming Ontario's Sales Tax

In addition to MOR's key role in successfully implementing the federally administered Harmonized Sales Tax (HST) on July 1, 2010, the ministry is responsible for winding down the Retail Sales Tax (RST) program.

Key responsibilities include the management of post-implementation issues and ongoing communication to Ontario's businesses and consumers as well as working with the Canada Revenue Agency (CRA) to issue Ontario Sales Tax Transition Benefit and Ontario Sales Tax Credit payments on behalf of the MOR.

Over the next year, the ministry will focus on transitioning the second and final wave of Ontario employees to the CRA and subsequently transforming the MOR's business and technical environments to meet the ministry's needs after the RST wind-down phase.

Responding to the Needs of Small Business

Small business in Ontario is a major contributor to job creation and economic growth. To encourage a vibrant small business community, the MOR assists taxpayers in understanding their tax obligations by offering tax information forums and seminars provincewide. The ministry also provides up-to-date information bulletins, notices, tax guides and details of the various tax programs on its website to make it easier for taxpayers to voluntarily comply with legislation administered by the ministry.

Providing Income Support to Low Income Seniors and Families with Children

The Guaranteed Annual Income System (GAINS) program ensures a guaranteed minimum income for Ontario senior citizens by providing monthly payments to those who qualify.

The MOR is also responsible for the Ontario Senior Homeowners' Property Tax Grant, which is intended to help offset the property taxes for seniors who own their own home and who have low or moderate incomes.

The Ontario Child Care Supplement for Working Families (OCCS) is a tax-free payment to help low- and middle-income families raising children under the age of seven years. The OCCS program is being phased out and replaced by the Ontario Child Benefit program that provides assistance to help low-income families with children under the age of 18; the latter is administered by the Ministry of Children and Youth Services.

In addition, the ministry is a service provider to the Ministry of Municipal Affairs and Housing in the delivery of the Rental Opportunity for Ontario Families program and the Short-Term Rent Support Program.

Modern, Efficient Public Services

The MOR's integrated tax administration system (ONT-TAXS) provides:

- internet services for taxpayers with self-service options to manage their tax accounts; and
- one window access for MOR staff to provide efficient and accurate information to tax clients on all statutes.

ONT-TAXS is used to administer all functions of the tax programs administered by MOR (e.g., tax client enquiries, returns issuance, non-filer resolution, transaction processing, letters, reports, on-line services, collections, refunds and audit activities).

ONT-TAXS is expected to drive cost reductions through electronic filing and decreased requirements for production support and maintenance. More importantly, it helps to provide a more customer-focused delivery of services.

Ontario provides support through benefit programs that are designed to meet Ontarians' various needs and circumstances. This support helps a variety of people, from children to seniors, and takes on many forms, including payments and benefits.

The 2010 Ontario Budget included a commitment by the government to improve the current system of benefits administration. The plan included:

- using an automated income verification process for those programs whose eligibility criteria include income;
- creating a central web portal to access program information; and
- looking into opportunities for new and innovative ways to improve Ontario's benefits administration.

To support the MOR in delivering these objectives, a Benefits Transformation Project Office (BTPO) was established within the ministry. The BTPO is responsible for:

- developing a web portal to improve client service by centralizing access to information about Ontario's benefit programs;
- developing an automated income verification system; and
- supporting a broader review of benefits administration and seeking new and innovative ways to simplify client access while improving program delivery.

Tax Programs Project Office

The MOR established a project office in April 2010 to coordinate work within the ministry and with other ministries, Ontario First Nations and other partners to address contraband tobacco.

HIGHLIGHTS OF 2010-11 ACHIEVEMENTS

The Ministry of Revenue's major achievements in 2010-11 include:

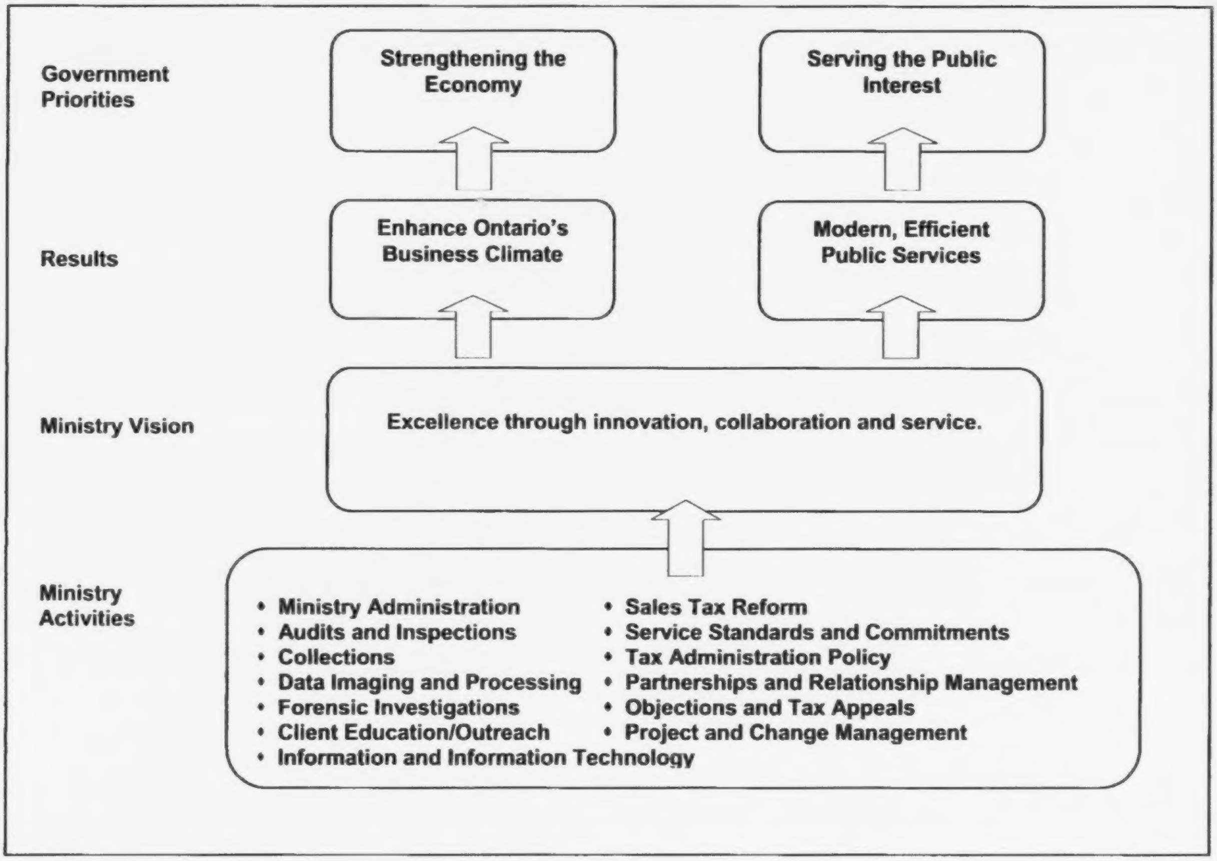
- Implementing Ontario's Tax Plan – MOR was instrumental in implementing the HST in 2010. This included implementing personal and business tax cuts, credits and benefits in partnership with the Ministry of Finance (MOF) and the CRA.

- Establishing a Benefits Transformation Project Office and consulting with key service delivery partners on new and innovative ways to simplify client access to benefit programs while improving program delivery.

- Implementing and administering new benefit and incentive programs such as the Northern Ontario Energy Credit (NOEC) and the Short-Term Rental Program on behalf of the Ministry of Municipal Affairs and Housing, processing applications for the Electric Vehicle Incentive Program on behalf of the Ministry of Transportation (MTO) and administering the Ontario Child Care Benefit Equivalent program on behalf of the Ministry of Children and Youth Services.

- Supporting other ministries in carrying out their audit and inspection requirements. The MOR is sharing its expertise by conducting audit and inspections on behalf of other ministries and by assisting them with developing a compliance framework using best practices.

Ministry Contribution to Government's Key Priorities and Results


Government Priorities
Strengthening the Economy
Serving the Public Interest
Results
Enhance Ontario's Business Climate
Modern, Efficient Public Services
Ministry Vision
Excellence through innovation, collaboration and service.
Ministry Activities
• Ministry Administration
• Audits and Inspections
• Collections
• Data Imaging and Processing
• Forensic Investigations
• Client Education/Outreach
• Information and Information Technology
• Sales Tax Reform
• Service Standards and Commitments
• Tax Administration Policy
• Partnerships and Relationship Management
• Objections and Tax Appeals
• Project and Change Management

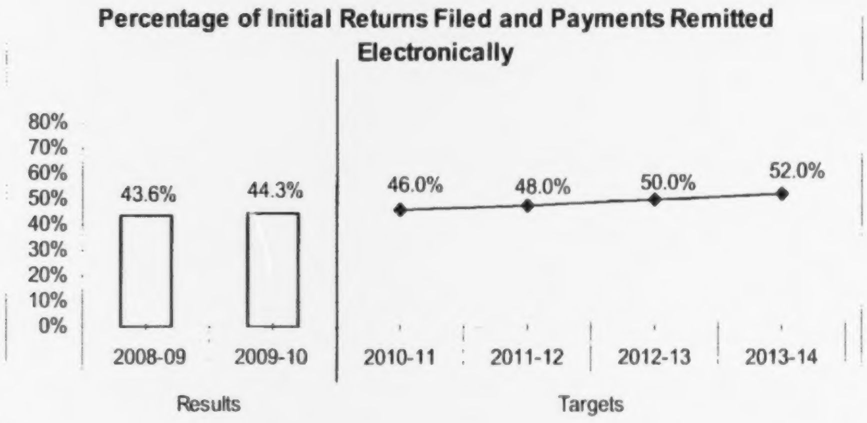
Performance Measures

The MOR currently monitors its performance for public reporting in two areas, both of which are specifically aligned with the government's agenda:

- The percentage of initial returns filed and payments remitted electronically; and
- The percentage of qualified applicants who received their Guaranteed Annual Income Supplement within 30 days.

a) The Percentage of Initial Returns Filed and Payments Remitted Electronically

The measure is intended to reflect the ministry's ability to administer taxes efficiently through various electronic service channels including ONT-TAXS. The measure includes performance related to both initial returns filed and payments (i.e. transactions) remitted. This is a new performance measure for 2011-12, although performance has been separately monitored for both elements in the past. Performance is reported annually.



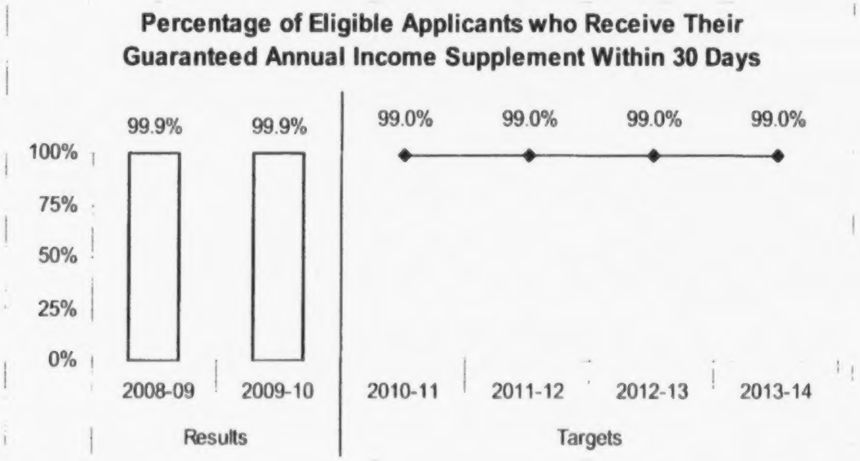
The measure aligns with:

Government Priority: Serving Public Interest

Result: Modern, Efficient Public Services

b) The Percentage of Qualified Applicants who Receive Their Guaranteed Annual Income Supplement within 30 Days

This measure is intended to reflect the ministry's ability to ensure eligible recipients receive their benefit payment in a timely manner. As noted in the chart, very high performance is consistently achieved. Performance is reported quarterly.



The measure aligns with:

Government Priority: Serving Public Interest

Result: Modern, Efficient Public Services

Looking Forward

The Ministry of Revenue is undergoing a major business transformation following implementation of the federally-administered Harmonized Sales Tax; this transformation affects almost half of the ministry's business, including the number of staff involved and amount of revenue administered.

This change presents a significant opportunity for the ministry to leverage the expanded range of competencies and partnerships developed through its successful delivery of key government priorities (e.g., Corporate Tax Administration Redesign, Modernizing Ontario's System for Tax Administration, Rental Opportunity for Ontario Families, and Sales Tax Reform/Harmonized Sales Tax) to further the modernization of the OPS. It also provides an opportunity to re-engineer, as necessary, the ministry's processes to improve efficiency, quality, and time required to develop products and services.

The ministry's expertise – much of which is unique in the OPS – includes rigorous and effective change management, risk management and project management processes, including major IT projects, as well as knowledge, processes, systems, and tools across a range of services. This expertise could be used to further improve the quality and efficiency of products and services across the OPS and the broader public sector.

The 2011 Ontario Budget recognized the MOR's expertise in several key areas. For example, the Budget announced that:

- the government will be moving towards a more coordinated and centralized collections function within the Ministry of Revenue to help reduce costs and enhance efficiencies in the collections function;

- The Ministry of Revenue will provide a coordinating audit/inspection support function to ministries as well as forensic data recovery and forensic accounting services support function as required; and

- The Ministry of Revenue will work with ministries across the OPS to leverage its imaging and data capture services to improve and automate document-capture and transactional processing for their programs.

Ministry of Revenue's New Strategic Plan

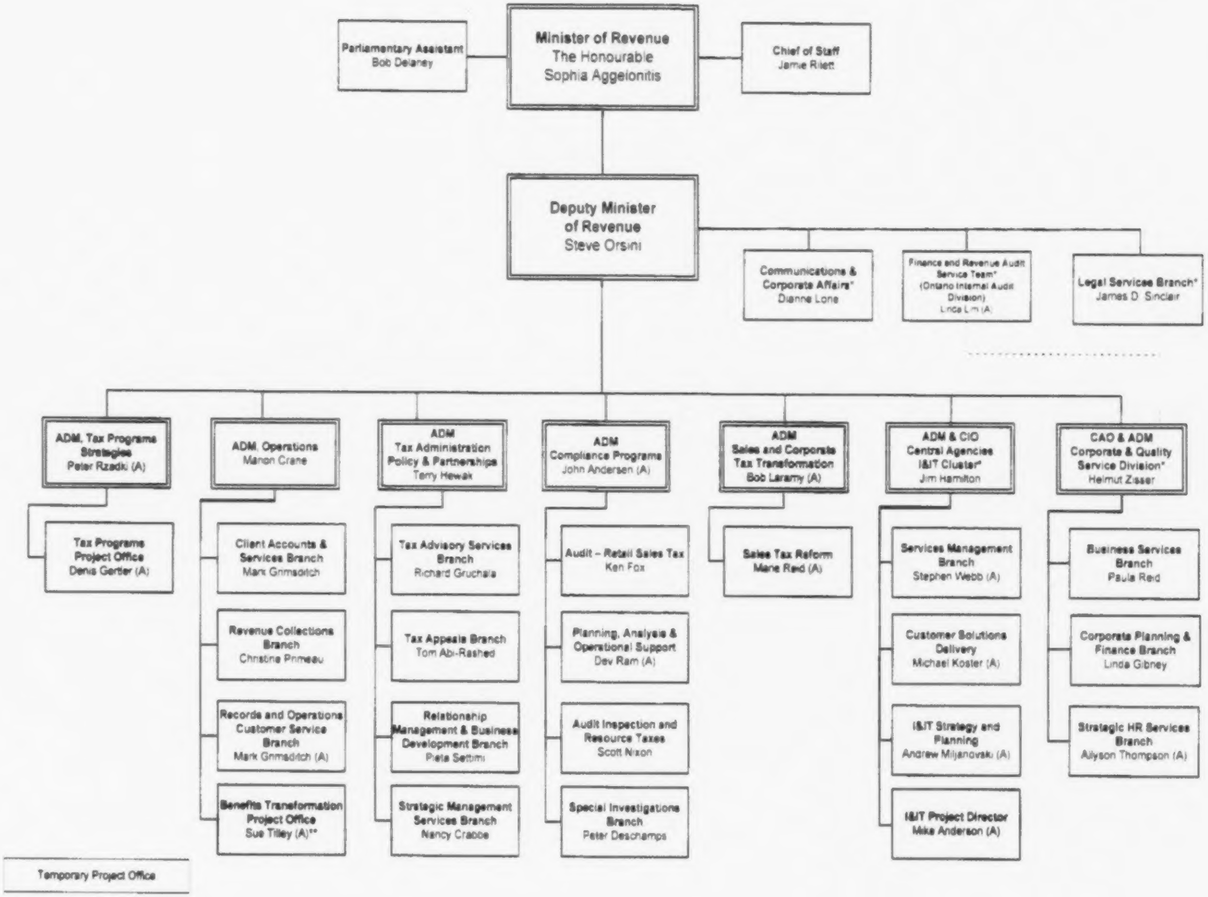
The harmonization of the corporations and sales taxes and structural changes within the ministry have laid a foundation for change, providing an opportunity to set a new strategic direction for the ministry including a new vision, mission and strategic priorities.

A Mission/Mandate Review was initiated in the spring of 2010 in order to determine how to optimally move forward as a ministry while aligning with government priorities. The result of the review, which included intensive planning sessions with senior leaders across the ministry, has led to the development of a new strategic plan for the ministry.

The MOR's new strategic plan will provide a base for the ministry's business planning, fiscal management and performance management over the three-year planning timeframe.

This strategic plan will help align resources and funding with priorities, monitor ongoing progress against commitments and take timely corrective action by strategically reallocating resources, if necessary.

Ministry of Revenue
April 2011


Minister of Revenue
The Honourable
Sophia Aggelonitis
Parliamentary Assistant
Bob Delaney
Chief of Staff
Jamie Rilett
Deputy Minister
of Revenue
Steve Orsini
Communications & Corporate Affairs*
Dianne Lone
Finance and Revenue Audit Service Team*
(Ontario Internal Audit Division)
Linda Lim (A)
Legal Services Branch*
James D. Sinclair
ADM, Tax Programs Strategies
Peter Rzadki (A)
Tax Programs Project Office
Denis Gertler (A)
ADM, Operations
Manon Crane
Client Accounts & Services Branch
Mark Grimsditch
Revenue Collections Branch
Christine Primeau
Records and Operations Customer Service Branch
Mark Grimsditch (A)
Benefits Transformation Project Office
Sue Tilley (A)**
ADM
Tax Administration Policy & Partnerships
Terry Hewak
Tax Advisory Services Branch
Richard Gruchala
Tax Appeals Branch
Tom Abi-Rashed
Relationship Management & Business Development Branch
Pieta Settimi
Strategic Management Services Branch
Nancy Crabbe
ADM
Compliance Programs
John Andersen (A)
Audit – Retail Sales Tax
Ken Fox
Planning, Analysis & Operational Support
Dev Ram (A)
Audit Inspection and Resource Taxes
Scott Nixon
Special Investigations Branch
Peter Deschamps
ADM
Sales and Corporate Tax Transformation
Bob Laramy (A)
Sales Tax Reform
Marie Reid (A)
ADM & CIO
Central Agencies I&IT Cluster*
Jim Hamilton
Services Management Branch
Stephen Webb (A)
Customer Solutions Delivery
Michael Koster (A)
I&IT Strategy and Planning
Andrew Miljanovski (A)
I&IT Project Director
Mike Anderson (A)
CAO & ADM
Corporate & Quality Service Division*
Helmut Zisser
Business Services Branch
Paula Reid
Corporate Planning & Finance Branch
Linda Gibney
Strategic HR Services Branch
Allyson Thompson (A)
Temporary Project Office

* Also supports the Ministry of Finance

**Maintains responsibility for the remaining implementation components of ONT-TAXS

LEGISLATION

The following is a list of the legislation for which the Ministry of Revenue has primary legislative or administrative responsibility. Responsibility for this legislation is also shared with the Ministry of Finance.

Vote 32: Ministry of Revenue

Alcohol and Gaming Regulation and Public Protection Act
Community Small Business Investment Funds Act
Corporations Tax Act (only specific provisions)
Electricity Act, 1998 (only specific provisions)
Employer Health Tax Act
Estate Administration Tax Act, 1998
Fuel Tax Act
Gasoline Tax Act
Highway Traffic Act (only specific provisions)
Income Tax Act
Land Transfer Tax Act
Mining Tax Act
Ministry of Revenue Act
Ontario Guaranteed Annual Income Act
Provincial Land Tax Act, 2006
Race Tracks Tax Act
Retail Sales Tax Act
Taxation Act, 2007
Tobacco Tax Act

Agencies, Boards and Commissions (ABCs)

The Ministry of Revenue has no Agencies, Boards or Commissions.

Ministry Financial Information

Table 1: Ministry Planned Expenditures 2011-12

	Ministry Planned Expenditures 2011-12 ($M)
Operating	2,331.95
Capital	3.04
TOTAL	2,334.99

Includes statutory appropriations.

MINISTRY OF REVENUE
Table 2: Operating and Capital Summary by Vote

Vote/Program	Estimates 2011-12 $	Change from 2010-11 Estimates $	%	Estimates 2010-11 $	Interim Actuals 2010-11 $	Actual 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Tax Revenue	2,289,986,400	(1,774,327,200)	(43.7)	4,064,313,600	4,018,729,100	687,406,339
Total Operating and Capital Expense to be Voted	**2,289,986,400**	**(1,774,327,200)**	**(43.7)**	**4,064,313,600**	**4,018,729,100**	**687,406,339**
Statutory Appropriations						
Minister's Salary, the *Executive Council Act*	47,841	-		47,841	47,841	37,934
Parliamentary Assistant's Salary, the *Executive Council Act*	16,173	(16,173)	(50.0)	32,346	32,346	19,759
Bad Debt Expense, the *Financial Administration Act*	41,900,000	(94,850,000)	(69.4)	136,750,000	132,800,000	440,799,999
Amortization, the *Financial Administration Act*	3,036,700	408,100	15.5	2,628,600	1,448,100	-
Ministry Total Operating and Capital Expense	**2,334,987,114**	**(1,868,785,273)**	**(44.5)**	**4,203,772,387**	**4,153,057,387**	**1,128,264,031**
OPERATING AND CAPITAL ASSETS						
Operating	3,801,000	576,000	17.9	3,225,000	3,225,000	3,870,030
Capital	2,318,800	(6,756,200)	(74.4)	9,075,000	4,894,700	21,715,748
Total Assets to be Voted	**6,119,800**	**(6,180,200)**	**(50.2)**	**12,300,000**	**8,119,700**	**25,585,778**
Statutory Appropriations						
Advances, the *Education Act*	22,000,000	1,000,000	4.8	21,000,000	21,000,000	21,864,982
Advances, the *Northern Services Boards Act*	5,000,000	1,000,000	25.0	4,000,000	4,000,000	4,570,563
Advances, the *Local Roads Boards Act*	3,500,000	(2,500,000)	(41.7)	6,000,000	6,000,000	3,061,653
Total Assets (Statutory)	**30,500,000**	**(500,000)**	**(1.6)**	**31,000,000**	**10,000,000**	**29,497,198**
Total Assets	**36,619,800**	**(6,680,200)**	**(15.4)**	**43,300,000**	**39,119,700**	**55,082,976**

Notes:

1. Notable changes in 2011-12 include: reduction in transition funding of $1.4 billion for the Sales Tax Transition Benefit, $400 million in Small Business Transition Support and a $94.9 million decrease in Bad Debt Expense related to the RST wind-down.
2. Actuals for 2009-10 are re-stated to reflect any changes in ministry organization and/or program structure. Interim Actuals reflect the numbers presented in the 2011 Ontario Budget.
3. The Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between 2011-12, 2010-11 and 2009-10 may not be meaningful.

APPENDIX: ANNUAL REPORT 2010-11

APPENDIX : ANNUAL REPORT 2010-11

Major Achievements

The Ministry of Revenue (MOR) accomplished a number of major achievements in 2010-11.

Implementing Ontario's Tax Plan

To support Ontario's Tax Plan which was originally announced in the 2009 Ontario Budget, the province has successfully implemented and moved to a Harmonized Sales Tax (HST).

Ontario's Tax Plan includes personal and business tax cuts, credits and benefits as well as specific initiatives introduced to maintain current tax levels.

The ministry performed a significant amount of work in the 15 months between the 2009 Ontario Budget announcement and the implementation of the HST on July 1, 2010 and continued that momentum throughout the remainder of the fiscal year in completing the following:

- Successfully implemented business and system process changes for the HST and to enable the introduction of Ontario-specific initiatives including:
- Retail Sales Tax for Insurance Premiums:
- Retail Sales Tax for Private Sale of Specified Vehicles;
- Beer and Wine Taxes; and
- Tobacco Retail Dealer Registration.

- Collaborated with the Ministry of Finance (MOF) to ensure the Ontario government met its obligation to be operationally ready to collect and remit the HST on July 1, 2010.

- Collaborated with the MOF and the Canada Revenue Agency (CRA) to negotiate a provincial point-of-sale exemption for the provincial portion of the HST for Status Indians, Indian bands and councils of an Indian band effective September 1, 2010. Implemented the appropriate business and system changes to support an interim measure, from July 1 to August 31, 2010, where Status Indians, Indian bands and councils of an Indian band claimed refunds by submitting receipts to the MOR.

- Successfully negotiated an amendment to the Human Resources Agreement (HRA) with the CRA to incorporate job offers for specific positions into the Institute of the Public Service of Canada (Audit, Financial and Scientific Group bargaining unit).

- As required by the HRA, issued job offers to impacted employees in June 2010 and in December 2010. More than 90 per cent of all CRA job offers were accepted.

- Continued implementation of the RST Wind-down Strategy.

- Implemented a multi-phase communications and education campaign to ensure all Ontarians received important and useful information about Ontario's Tax Plan. The campaign included online and radio ads; print ads available in 23 languages; a pocket reference guide delivered to 4.7 million Ontario households; and a bilingual direct mailing sent to approximately one million Ontario businesses. The ministry employed innovative and cost-effective tools such as implementing the first OPS social media campaign and developed the OPS' first mobile application. By early February 2011 the ministry's dedicated website ontario/taxchange.ca had received over 5.2 million unique page views since its launch in September 2009.

- A number of payments were issued to Ontarians in support of the Tax Plan including:

    - The MOR issued a one-time Small Business Transition Support payment to over 616,000 Ontario businesses;
    - Sales Tax Transition Benefit payments were issued by the CRA in June and December 2010 to approximately 6.6 million recipients; and
    - The CRA issued Ontario Sales Tax Credit payments in August and November 2010 and February 2011 to approximately 2.5 million low-income Ontarians.

Customer Service Initiatives

The MOR held 58 seminars provincewide educating Ontario businesses and taxpayers about the wind-down of the RST, and the important transition and ongoing application of the HST.

The ministry hosted six Tax Information Forums, in various locations across Ontario. These forums provided a significant opportunity for businesses and their representatives to access a wide variety of programs, services and information offered by the municipal, provincial and federal governments.

On July 1, 2010, fees previously levied by the *Alcohol, Gaming Regulation and Public Protection Act* (AGRPPA) and collected by the Alcohol and Gaming Commission of Ontario were legislatively changed to taxes administered by the MOR. One-on-one engagement sessions were offered to those tax clients who requested assistance with the new Beer and Wine taxes.

As transfers of land under fractional ownership are taxable, the ministry provided advice and guidance to resort associations offering fractional ownership and their members.

New benefit and incentive programs

The MOR implemented and delivered a number of benefit and incentive programs on behalf of other ministries:

- The Short-Term Rent Support Program is delivered on behalf of the Ministry of Municipal Affairs and Housing. This is a monthly housing assistance program intended to help address the affordability issues of households in need provincewide and support the Long-Term Affordable Housing Strategy's objectives of local community planning and their regional needs.

- Applications for the Electric Vehicle Incentive Program were processed on behalf of the Ministry of Transportation. This program supports the government's climate change plan by providing a financial incentive to support the purchase or lease of qualified new plug-in vehicles.

- The Ontario Child Benefit Equivalent program is administered on behalf of the Ministry of Children and Youth Services. This program assists qualified children and youth in the care of an agency by providing for the payment of a benefit equivalent to the Ontario Child Benefit. The monthly benefit is paid to help these children and youth achieve improved social, recreational, educational and financial outcomes.

- The Northern Ontario Energy Credit (NOEC) helped 250,000 mid- to low-income families in northern Ontario with their energy costs. The program provided up to $130 for single people and $200 for families including single parents and was delivered in two instalments: November 2010 and February 2011.

Benefits Transformation Project

The 2010 Ontario Budget announced the government will continue to improve the delivery of benefit programs to simplify access.

In 2010-11 the ministry has:

- completed a preliminary review of other jurisdictions' models of coordinated and integrated benefits administration;
- commenced preliminary consultations with key service delivery partners on new and innovative ways to further simplify client access to benefit programs while improving program fairness and integrity; and
- implemented a new benefit programs web portal for Ontarians http://www.rev.gov.on.ca/en/ and on-line tax credit calculator http://www.rev.gov.on.ca/en/taxcredits/index.html.

Supporting Other Ministries and the Broader Public Sector

MOR achieved significant progress on a number of business partnerships with other ministries and the broader public sector. Examples of working together are listed below:

- Ministry of Community Safety and Correctional Services

  The Ministry of Community Safety and Correctional Services (MCSCS) requested the assistance of the MOR in providing inspection services to enforce the *Private Security and Investigative Services Act, 2005* on a one year pilot basis. MOR staff prepared a compliance strategy and undertook inspections of licensed security guards and private investigation agencies on behalf of MCSCS.

- Ministry of Health and Long-Term Care

  The MOR conducted a pilot audit project on behalf of the Ministry of Health and Long-Term Care. This pilot involved MOR auditors providing audit verification services on the use of Professional Allowances, which are monies received by pharmacies dispensing prescription drug products under the Ontario Drug Benefits program.

- Ministry of Labour – Underground Economy Compliance Project

  To support the government's commitment to target underground economy activity in Ontario's construction sector, and consistent with the recommendations made in the 2010 report by the Expert Advisory Panel on Occupational Health and Safety, the Ministry of Labour (MOL), Workplace Safety and Insurance Board (WSIB), Ministry of Training, Colleges, and Universities (MTCU), Infrastructure Health and Safety Association, and the MOR have collaborated to establish a shared risk based targeted enforcement strategy that is based on a comprehensive, enterprise-wide compliance framework in support of modernizing Ontario's regulatory compliance services. This partnership continues to evolve, increasing audit revenue and reducing the burden on compliant taxpayers.

- Ministry of Northern Development, Mines, and Forestry

  Under a service agreement with the Ministry of Northern Development, Mines, and Forestry, the MOR is responsible for the assurance and review function of Ontario Diamond Royalty returns filed by operators under Part VIII of the *Mining Act*. The MOR has commenced auditing Diamond Royalty returns filed by Ontario operators under the *Mining Act*.

  In April 2010, the first Ontario source diamonds were mined, cut and polished in Ontario and were available for sale at a major jewellery store chain in Toronto.

- Ontario Hospital Association

  As part of the wind-down of the RST program, the ministry engaged the Ontario Hospital Association and offered to prepare RST overpayment claims for any interested hospitals. This partnership has helped to ensure that any RST overpayments stay within the healthcare system.

- Cornwall Regional Task Force

  The formation of the Cornwall Regional Task Force (CRTF) was announced in April 2010. It is comprised of the Royal Canadian Mounted Police, Ontario Provincial Police, Cornwall Community Police Service, Canadian Border Services Agency and the Ministry of Revenue's Special Investigations Branch. The CRTF was formed to strengthen efforts to combat the illegal tobacco trade in the area.

Modernizing Ontario's Systems for Tax Administration (MOST)

The final phase of the MOST project incorporated gasoline, fuel, tobacco and land transfer tax into the ONT-TAXS system in April 2010. This included the ability for the gas, fuel and tobacco clients to file, pay, view and update their account information online, and establish a secure information channel for such clients and the MOR.

Central Agency I&IT Cluster

The Central Agencies Information and Information Technology Cluster (CAC), which delivers a full range of I&IT services accomplished the following in 2010-11:

- Enhanced the Lieutenant Governor's online birthday and anniversary greetings application to ensure the citizens of the province receive the correct greetings in a timely manner.

- Designed, developed and delivered an application to calculate and issue the first two instalments of the Northern Ontario Energy Credit.

- Developed a system with an integrated tracking process that consolidated eight systems into one to facilitate the Financial Services Commission of Ontario's compliance, investigations and legal activities and give the Superintendent's Office and Public Affairs access to real-time information about the status of cases.

- Enhanced an application that assists MOF's Broader Public Sector Supply Chain Secretariat in assigning resources to oversee OntarioBuys projects, providing an audit trail for internal reviews and supporting various types of payments. The BPS Supply Chain Secretariat provides funding and advice to the Province's broader public sector partners, such as hospitals, school boards, colleges and universities on the adoption of supply chain and other back office leading practices.

- Facilitated the MOR's same-day receipt of electronic transfer payments from the federal government by providing Electronic Data Interchange translation services and data warehousing.

- Implemented changes to existing systems to improve scheduling and tracking for the Financial Services Commission of Ontario and allow claimants and insurers to resolve disputes outside the courtroom.

- Developed a business intelligence solution to assist the MOR in predicting behaviour for collection accounts, effectively assigning resources where most needed and addressing accounts with the greatest potential for collection.

Table 1: Ministry Interim Actual Expenditures 2010-11

	Ministry Interim Actual Expenditures 2010-11 ($M except Staff Strength)*
Operating	4,151.6
Capital	1.4
Staff Strength as of March 31, 2011	2,432

* Interim Actuals reflect the numbers presented in the 2011 Ontario Budget (page 227 and 228).

Tourism and Culture

Ontario

Published Results-based Plan 2011-12

Ministry of Tourism and Culture

ISSN # 1923-2039

Ce document est disponible en français

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Published Results-based Plan 2011-12

MINISTRY OVERVEW

The Ministry of Tourism and Culture provides leadership for these two fast-growing sectors of the provincial economy which are fundamental to the prosperity and quality of life of Ontario citizens. Part of the Ministry's mandate is to play a central role in attracting investment and international visitors to the province.

Working with the tourism sector, the Ministry helps to stimulate economic growth and investment and creates an environment that allows Ontario to compete successfully in the rapidly changing world of travel and leisure.

By providing leadership within the arts and culture community, the Ministry contributes to building a dynamic cultural environment in Ontario, a prosperous creative economy, vibrant liveable communities and encourages stewardship of heritage assets.

The Ontario Seniors' Secretariat develops a wide variety of programs and services to meet the needs of seniors and help them to live safe, active and healthy lives. It also builds partnerships with seniors' organizations across Ontario and guides the development of policies and programs across government on behalf of seniors.

Ministry Vision

The Ministry of Tourism and Culture works with the tourism and culture sectors, other ministries and other levels of government to strengthen Ontario as an internationally-recognized tourism destination and to build a strong and stable cultural sector. It does this through innovative policies, programs and services, and by supporting Ontario's provincially owned tourism and culture agencies and attractions.

The Ministry supports a stronger, more competitive tourism industry by:

- Undertaking vital market research in the areas of marketing, product development and investment to aid business decisions by both governments and industry;
- Encouraging private sector investment and new product development to expand Ontario's tourism sector and promoting regional tourism economic development;
- Facilitating the development of new experiences and destinations, marketing Ontario as a tourist destination, and investing in its tourism agencies and attractions.

The Ministry promotes and supports a strong cultural sector by:

- Supporting innovation, investment and job-creation in the creative and cultural industries and helping Ontario to become a leader in the knowledge-based economy;
- Enhancing the contribution of the arts to Ontario's social, cultural and economic well-being, protecting Ontario's heritage, advancing the public library system, and investing in the ministry's cultural agencies.

Responsibilities, Programs and Services

The Ministry has three divisions and one secretariat:

The **Tourism Policy and Development Division** is responsible for the Ministry's strategic policy activities and research initiatives that support the tourism industry and generate increased tourist visitation and spending in the province.

The division also:

- Leads support for the Ministry's development and investment activities, which include attracting private sector investment to Ontario's tourism industry, implementing the Regional Tourism Strategy, supporting tourism regional planning and economic development, and encouraging industry-led tourism development initiatives.

The **Tourism Planning and Operations Division** is responsible for developing the Ministry's tourism agencies and attractions as catalysts for regional economic development and as internationally-recognized travel destinations. The two attractions (Fort William Historical Park and Huronia Historical Parks) are branches of the Ministry which deliver required tourism programs and ensure heritage conservation.

The division also:

- Ensures good governance and accountability to meet the requirements of the Agency Establishment and Accountability Directive and applicable directives and legislation; and
- Maintains capital infrastructure through asset management and capital investment and assists agencies and attractions to ensure compliance with corporate initiatives.

The **Culture Division** is responsible for developing and implementing policies, programs and services that optimize the contribution of the entertainment and creative cluster, arts, heritage, archaeology, libraries, museums and cultural agencies to Ontario's economic vitality and quality of life.

The division also:

- Collaborates with the Ontario Media Development Corporation and other partners to strengthen and grow Ontario's entertainment and creative cluster;
- Invests in Ontario's leading cultural agencies to support innovative programming and collections that showcase the province's cultural diversity and creativity; and
- Administers the *Public Libraries Act*, administers the *Ontario Heritage Act*, licenses archaeologists in the province, and provides funding support, advice and outreach to municipalities, libraries, museums and provincial heritage organizations.

Agencies and Attractions

The Ministry oversees the activities of its agencies and attractions that promote culture, tourism, economic growth and job creation. The agencies and attractions are the stewards of unique historic assets, built and natural heritage, major collections of art and historical artifacts, green space and parklands, and centres of excellence and innovation in regions across Ontario. Together, they offer educational, recreational, tourism, cultural and entertainment experiences for residents and visitors.

Agencies:

- Art Gallery of Ontario
- McMichael Canadian Art Collection
- Metropolitan Toronto Convention Centre Corporation
- Minister's Advisory Council for Arts and Culture
- Niagara Parks Commission
- Ontario Arts Council
- Ontario Heritage Trust
- Ontario Library Service – North
- Ontario Media Development Corporation
- Ontario Place Corporation
- Ontario Science Centre
- Ontario Tourism Marketing Partnership Corporation
- Ontario Trillium Foundation
- Ottawa Convention Centre Corporation
- Royal Botanical Gardens
- Royal Ontario Museum
- Science North
- Southern Ontario Library Service
- St. Lawrence Parks Commission

Attractions:

- Fort William Historical Park
- Huronia Historical Parks

The Ontario Seniors' Secretariat (OSS) advocates for, undertakes and supports policy initiatives that help improve the quality of life of Ontario seniors, and undertakes public education efforts for and about Ontario seniors.

Overview

OSS has two primary roles:

1) Policy Role:
    - Supports the Minister Responsible for Seniors to advocate for new, and changes to existing, government policies and programs to reflect the changing seniors' demographic;
    - Leads seniors' policy initiatives with a multi-ministry or cross-jurisdictional focus; and
    - Contributes to policy activities in other ministries.

2) Public Education and Awareness Role:
    - Develops and delivers (with Regional Services Branch involvement) educational programs that:
        - Inform seniors about the programs and services to which they are entitled;
        - Advocate for seniors to be actively engaged and promote healthy aging/lifestyles; and
        - Raise awareness for the broader public about the contributions seniors make to our families, communities, province and country.

In order to do both jobs well, OSS stays "connected" to Ontario seniors through the important seniors' organizations that represent their interests. OSS maintains close contact with 11 of Ontario's major seniors groups, and other seniors' service organizations and involves them regularly in policy and public education work.

Responsibilities, Programs and Services

Policy initiatives include:

- Continued development of the regulations required to support the implementation of the *Retirement Homes Act, 2010*, which received Royal Assent on June 8, 2010;
- Provision of ongoing implementation support and government oversight during the start–up phase of the Retirement Home Regulatory Authority;
- Ongoing development and implementation of Ontario's Strategy to Combat Elder Abuse;
- Optimizing opportunities to promote age-friendly communities through the development of a toolkit of resources to assist communities in their

assessments and plans to maximize health, participation and security of seniors; and

- Collaborating with Federal/Provincial/Territorial (FPT) governments on Planning for Canada's Aging Population, Ontario is hosting the 13th annual meeting of FPT Ministers Responsible for Seniors June 27-28, 2011, in Hamilton. Ontario's Minister Responsible for Seniors will host and co-chair the meeting with the federal Minister of State (Seniors).

Public education and awareness initiatives include:

- Enhancing and maintaining The Collaborative Seniors' Portal — a collaborative online resource that provides seniors, their families and service providers with easy access to information and services offered or funded by all three orders of government. It currently lists resources available in 29 Ontario communities;
- Continuing to engage seniors via Seniors Information Fairs — available in French and developed in partnership with key seniors' organizations to increase seniors' awareness of healthy aging and seniors' services. Seminar topics include Safe Meds for Seniors, Advance Care Planning, Falls Prevention, Drive Wise, among others;
- Ongoing collaboration on Multicultural Seniors Outreach — examines special barriers faced by seniors from cultural communities and develops information modules and materials to improve access to programs and services to which they are entitled; and
- Supporting Seniors' Month activities – local Seniors' Month activities celebrate the contributions seniors continue to make to their families, community, province and country.

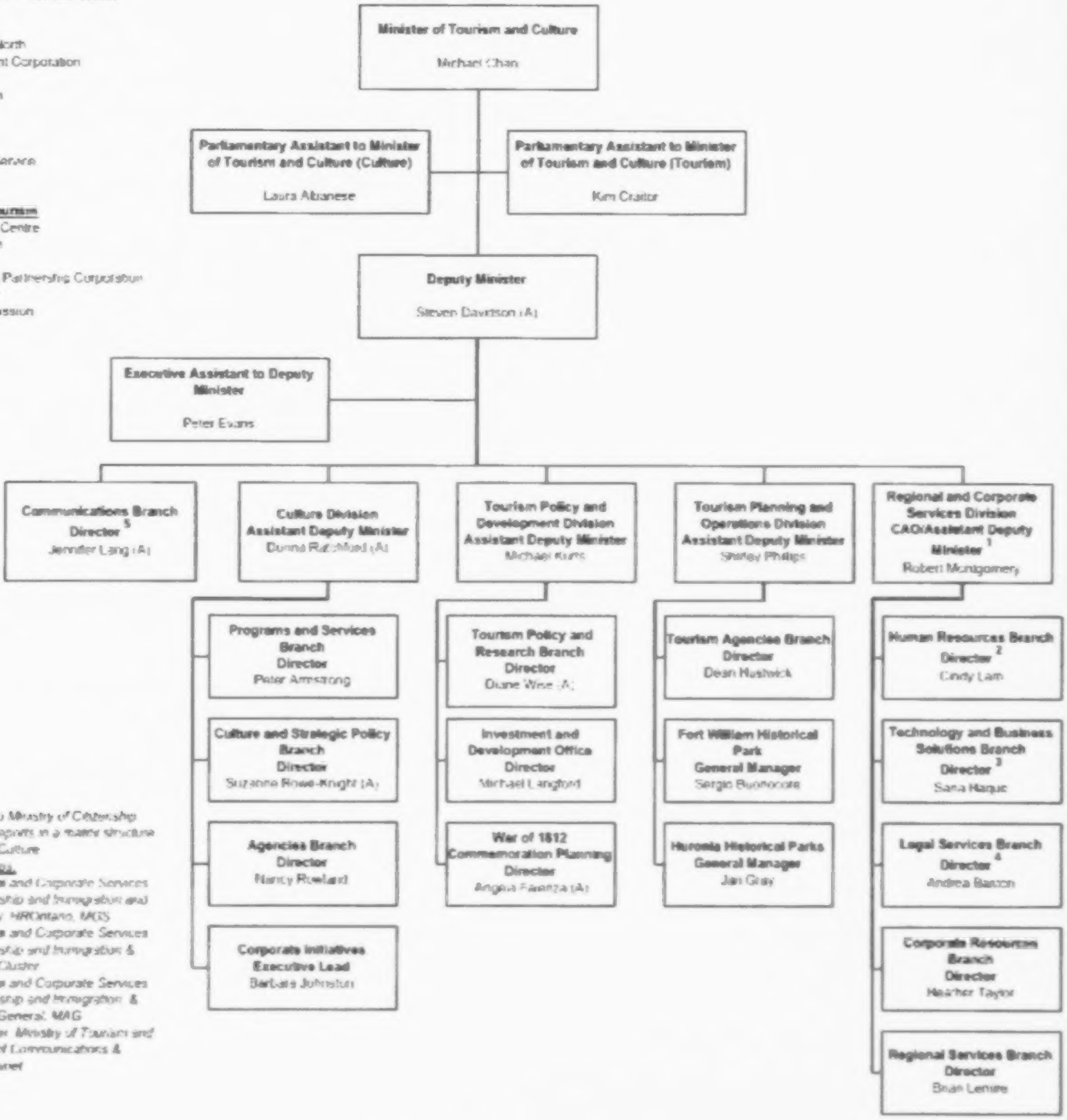
Ministry Organization Chart

Ministry of Tourism and Culture

Organization Chart
April 2011

Ministerial Agencies – Culture
Art Gallery of Ontario
McMichael Canadian Art Collection
Minister's Advisory Council for Arts and Culture
Ontario Arts Council
Ontario Heritage Trust
Ontario Library Service – North
Ontario Media Development Corporation
Ontario Science Centre
Ontario Trillium Foundation
Royal Botanical Gardens
Royal Ontario Museum
Science North
Southern Ontario Library Service

Ministerial Agencies – Tourism
Metro Toronto Convention Centre
Niagara Parks Commission
Ontario Place Corporation
Ontario Tourism Marketing Partnership Corporation
Ottawa Convention Centre
St. Lawrence Parks Commission

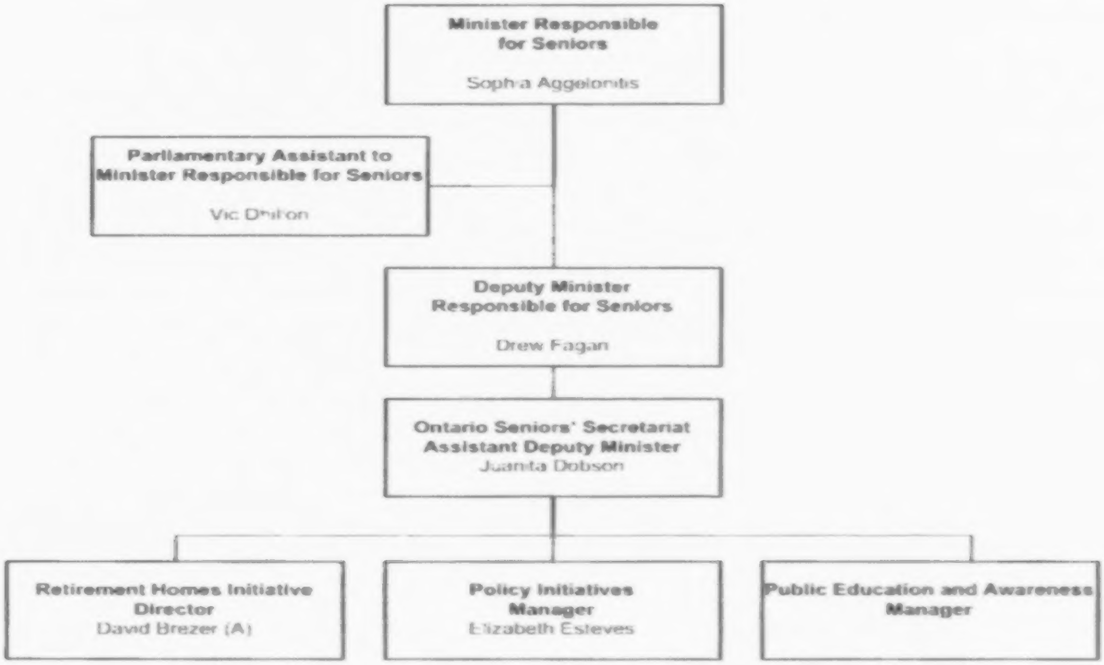

Minister of Tourism and Culture
Michael Chan
Parliamentary Assistant to Minister of Tourism and Culture (Culture)
Laura Albanese
Parliamentary Assistant to Minister of Tourism and Culture (Tourism)
Kim Craitor
Deputy Minister
Steven Davidson (A)
Executive Assistant to Deputy Minister
Peter Evans
Communications Branch Director 5
Jennifer Lang (A)
Culture Division Assistant Deputy Minister
Donna Ratchford (A)
Tourism Policy and Development Division Assistant Deputy Minister
Michael Kurts
Tourism Planning and Operations Division Assistant Deputy Minister
Shirley Phillips
Regional and Corporate Services Division CAO/Assistant Deputy Minister 1
Robert Montgomery
Programs and Services Branch Director
Peter Armstrong
Culture and Strategic Policy Branch Director
Suzanne Rowe-Knight (A)
Agencies Branch Director
Nancy Roeland
Corporate Initiatives Executive Lead
Barbara Johnston
Tourism Policy and Research Branch Director
Diane Wise (A)
Investment and Development Office Director
Michael Langford
War of 1812 Commemoration Planning Director
Angela Faenza (A)
Tourism Agencies Branch Director
Dean Hushwick
Fort William Historical Park General Manager
Sergio Buonocore
Huronia Historical Parks General Manager
Jan Gray
Human Resources Branch Director 2
Cindy Lam
Technology and Business Solutions Branch Director 3
Sana Haque
Legal Services Branch Director 4
Andrea Baston
Corporate Resources Branch Director
Heather Taylor
Regional Services Branch Director
Brian Lemire

1 Administratively reports to Ministry of Citizenship and Immigration and also reports in a matrix structure to Ministry of Tourism and Culture
Dual Reporting Relationships:
2 Reports to ADM, Regional and Corporate Services Division, Ministry of Citizenship and Immigration and ADM, HR Services Delivery, HROntario, MGS
3 Reports to ADM, Regional and Corporate Services Division, Ministry of Citizenship and Immigration & CIO, Community Services Cluster
4 Reports to ADM, Regional and Corporate Services Division, Ministry of Citizenship and Immigration & Assistant Deputy Attorney General, MAG
5 Reports to Deputy Minister, Ministry of Tourism and Culture & Deputy Minister of Communications & Associate Secretary of Cabinet

(A) Denotes "Acting"

Ontario Seniors' Secretariat*

Organization Chart
April 2011


Minister Responsible for Seniors
Sophia Aggelonitis
Parliamentary Assistant to Minister Responsible for Seniors
Vic Dhillon
Deputy Minister Responsible for Seniors
Drew Fagan
Ontario Seniors' Secretariat Assistant Deputy Minister
Juanita Dobson
Retirement Homes Initiative Director
David Brezer (A)
Policy Initiatives Manager
Elizabeth Esteves
Public Education and Awareness Manager

**Note: Ontario Seniors' Secretariat receives communications support from Ministry of Tourism and Culture and corporate services from Ministry of Citizenship and Immigration, Regional and Corporate Services Division*

(A) Denotes "Acting"

Agencies, Boards and Commissions (ABCs)

Tourism's agencies, boards and commissions are:

Name	Description
Metro Toronto Convention Centre Corporation (MTCC)	Governed by the *Metropolitan Toronto Convention Centre Corporation Act,* MTCC manages a world-class convention facility in Toronto. The Centre has more than 600,000 square feet of exhibit space, meeting rooms, ballroom space and a 1,330-seat theatre to host international and national conventions, trade and consumer shows.
Niagara Parks Commission (NPC)	Established in 1885, governed by the *Niagara Parks Act*, NPC is mandated to preserve and enhance the natural beauty of Niagara Falls and the Niagara River corridor for the enjoyment of visitors and future generations while maintaining its self-sufficiency.
Ontario Tourism Marketing Partnership Corporation (OTMPC)	Established by regulation under the *Development Corporations Act*, OTMPC promotes Ontario as a travel destination in cooperation with the tourism industry, governments and agencies and supports or jointly undertakes marketing initiatives with the tourism industry.
Ontario Place Corporation (OPC)	Governed by the *Ontario Place Corporation Act***,** OPC is mandated to operate Ontario Place as a provincial exhibit and recreational centre, developing special programs to enhance the image of the province.
Ottawa Convention Centre Corporation (OCC)	Governed by the *Ottawa Convention Centre Corporation Act*, OCC manages a world-class convention facility in Ottawa. Following extensive redevelopment, the Ottawa Convention Centre re-opened in April 2011. The 200,000 square foot facility will host international and national conventions and consumer and trade shows.

Name	Description
St. Lawrence Parks Commission (SLPC)	Governed by the *St. Lawrence Parks Commission Act,* SLPC provides a range of recreational, cultural and heritage and tourism opportunities at its various attractions along a 200 km stretch, between Kingston and the Quebec border. The Commission develops, operates and promotes 12 parks and campgrounds, scenic parkways, marina, golf course, extensive biking and recreation trails, in addition to the award-winning heritage attractions of Upper Canada Village and Fort Henry National Historic Site of Canada, a recently-designated UNESCO World Heritage Site (in conjunction with the Rideau Canal).
Tourism Attractions:	
Fort William Historical Park (FWHP)	Established by regulation under the *Historical Parks Act*, FWHP operates a premier tourism attraction in Thunder Bay. FWHP stimulates investment, job creation and economic development in Northern Ontario by developing, managing and promoting a range of historic, cultural and tourism experiences.
Huronia Historical Parks (HHP)	Established by regulation under the *Historical Parks Act*, HHP manages two historic tourist attractions – Sainte-Marie among the Hurons in Midland, a National Historic Site, and Discovery Harbour in Penetanguishene. Both heritage sites have cultural and archaeological resources that are significant to the people of Ontario and Canada.

Culture's agencies, boards and commissions are:

Name	Description
Art Gallery of Ontario (AGO)	Governed by the *Art Gallery of Ontario Act* and mandated to cultivate and advance the cause of visual arts in Ontario, AGO is one of the largest art museums in North America with more than 79,000 works in its collection.
Centennial Centre of Science and Technology (Ontario Science Centre)	Governed by the *Centennial Centre of Science and Technology Act*, Ontario Science Centre depicts, educates and stimulates interest in science and technology and its relationship to society, and Ontario's role in advancing science and technology.
McMichael Canadian Art Collection	Governed by the *McMichael Canadian Art Collection Act* and based on a 1965 donation by the McMichael family of their Canadian art collection, home and land in Kleinburg, the McMichael is the only major public art gallery devoted to the collecting and exhibiting of Canadian art.
Minister's Advisory Council for Arts and Culture	Established in 2004 as an advisory agency, the Council advises the Minister of Tourism and Culture on policies and programs that support strong and vibrant communities through the arts, cultural industries, heritage, and library sectors.
Ontario Heritage Trust (OHT)	Governed by the *Ontario Heritage Act*, OHT is mandated to conserve, protect and preserve Ontario's heritage, including properties of historical, architectural, archaeological, recreational, aesthetic and scenic interest.
Ontario Library Service – North (OLS-N)	Established by the *Public Libraries Act* as a special library service board, OLS-N is a non-profit corporation incorporated under the *Corporations Act*. It is mandated to provide public library boards with services and programs that reflect their needs and to increase cooperation and coordination among public library boards and other information providers to promote the provision of library services.

Name	Description
Ontario Media Development Corporation (OMDC)	Governed by regulation under the *Development Corporations Act*, OMDC stimulates employment, investment and original content creation in Ontario's cultural media cluster, including book and magazine publishing, film and television, interactive digital media, and music industries.
Ontario Trillium Foundation (OTF)	Established as a corporation under the *Corporations Act*, OTF makes strategic investments of government funding generated through Ontario's charity casinos to build healthy and vibrant communities through the arts, culture, sports and recreation, human and social services and the environment.
Province of Ontario Council for the Arts (Ontario Arts Council) (OAC)	Governed by the *Arts Council Act* as Ontario's primary funding body for professional arts activities, OAC provides grants, scholarships and awards for the creation of art to benefit and enrich the lives of Ontarians.
Royal Botanical Gardens (RBG)	Governed by the *Royal Botanical Gardens Act, 1989*, this National Historic Site features 2,700 acres of gardens and nature sanctuaries. RBG is mandated to develop, document, protect, research and exhibit living collections of plants and animals and act as an information and educational resource centre.
Royal Ontario Museum (ROM)	Governed by the *Royal Ontario Museum Act,* the ROM promotes education, teaching, research and publication and collects and exhibits objects, documents and books to illustrate the natural history of Ontario, Canada and the world, and human history in all the ages. It is one of the largest museums in North America,
Science North	Governed by the *Science North Act*, this agency features several attractions, including a science centre and model mine. It also conducts public programming throughout Northern Ontario in the origins, development and progress of science and technology and their relationship to society.
Southern Ontario Library Service (SOLS)	Established by the *Public Libraries Act* as a special library service board, the SOLS is a non-profit corporation under the *Corporations Act*. It is mandated to provide public library boards with services and programs that reflect their needs and to increase cooperation and coordination among public library boards and other information providers to promote the provision of library services.

Summary of ABCs' Financial Data:

Name	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
Tourism						
Ontario Place Corporation	-	N/A (1)	9,200,000	N/A (1)	7,964,000	N/A (1)
Ontario Tourism Marketing Partnership Corporation	42,762,800	N/A (1)	41,905,000	N/A (1)	50,114,799	N/A (1)
Niagara Parks Commission	-	N/A (1)	8,040,000	N/A (1)	-	N/A (1)
St. Lawrence Parks Commission	7,271,400	N/A (1)	26,503,400	N/A (1)	12,061,750	N/A (1)
Ottawa Convention Centre Corporation	-	N/A (1)	1,040,000	N/A (1)	-	N/A (1)
Huronia Historical Parks (2)	3,507,300	639,500	9,244,769	602,772	9,433,034	661,140
Fort William Historical Park (2)	4,016,300	1,659,742	6,452,240	1,171,624	7,142,197	1,119,736
Culture						
Art Gallery of Ontario	21,182,500	N/A (1)	22,552,500	N/A (1)	31,167,500	N/A (1)
Centennial Centre of Science and Technology (Ontario Science Centre)	19,383,100	N/A (1)	20,875,100	N/A (1)	21,713,100	N/A (1)
McMichael Canadian Art Collection	3,140,800	N/A (1)	7,304,022	N/A (1)	4,020,800	N/A (1)
Minister's Advisory Council for Arts and Culture	-	N/A	N/A	N/A	N/A	N/A
Ontario Heritage Trust	4,116,200	N/A (1)	5,909,300	N/A (1)	6,502,300	N/A (1)
Ontario Library Service North	1,505,500	N/A (1)	1,366,200	N/A (1)	2,229,470	N/A (1)
Ontario Media Development Corp	25,750,300	N/A (1)	19,750,300	N/A (1)	30,750,300	N/A (1)
Ontario Trillium Foundation	120,001,000	N/A (1)	124,025,000	N/A (1)	120,000,000	N/A (1)
Ontario Arts Council	59,937,400	N/A (1)	59,937,400	N/A (1)	59,937,400	N/A (1)
Royal Botancial Gardens	3,798,500	N/A (1)	4,408,500	N/A (1)	5,124,500	N/A (1)
Royal Ontario Museum	27,517,800	N/A (1)	29,017,800	N/A (1)	35,917,800	N/A (1)
Science North	6,776,300	N/A (1)	13,572,162	N/A (1)	8,146,300	N/A (1)
Southern Ontario Library Service	2,694,600	N/A (1)	2,696,100	N/A (1)	2,804,230	N/A (1)

Notes:
Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure.
Interim Actuals reflect the numbers presented in the 2011 Ontario Budget.

2009-10 and 2010-11 Expenditure Actuals including operating and capital; 2011-12 Expenditure Estimates only include operating.

(1) Revenues generated by the agencies are retained by them and not deposited to the consolidated revenue fund. Expenditures represent the provincial subsidies to the agencies.
(2) Revenues generated by the attractions are deposited to the Consolidated Revenue Fund.
(3) For complete budget information regarding the following agencies, boards and commissions, please refer to their respective annual reports which are available by contacting the agencies directly.

Legislation

Establishment of the new Ministry of Tourism and Culture is reflected in an Order-in-Council made April 14, 2010. This Order-in-Council sets out the powers and duties of the Minister and Ministry and lists the Acts for which the Minister is responsible.

Art Gallery of Ontario Act, R.S.O. 1990, c. A.28

The statute states that the Art Gallery of Ontario is to be managed by a board of 27 trustees, 10 of whom are Lieutenant Governor in Council (LGIC) appointments, five of whom are appointed by the College of Founders of the Art Gallery of Ontario, 10 of whom are elected by the membership of the Gallery and two of whom are appointed by the council of the City of Toronto.

The Gallery's objects include advancing the cause of visual arts, conducting education programs related to the visual arts and collecting and exhibiting works of art.

Arts Council Act, R.S.O. 1990, c. A.30

The statute states that the Ontario Arts Council is to be composed of 12 members, appointed by LGIC.

The Council's function is to promote the study, enjoyment and production of art. It may assist arts organizations, provide grants, scholarships or loans for study and make awards for outstanding accomplishments in the arts.

Asian Heritage Act, 2005, S.O. 2005, c. 10

This Act proclaims May in each year as Asian Heritage Month.

Celebration of Portuguese Heritage Act, 2001, S.O. 2001, c. 22

The Act establishes June 10 in each year as Portugal Day. It proclaims June in each year as Portuguese History and Heritage Month.

Centennial Centre of Science and Technology Act, R.S.O. 1990, c. 5

The statute states that the Centennial Centre of Science and Technology (Ontario Science Centre) is to be governed by a Board of 16 to 26 trustees, appointed by LGIC.

Its objects include operating a science centre and conducting public education in science and technology.

The Minister approves the Centre's bylaws. The Centre may retain its income which is to be applied to carrying out its objects. Its revenues and investments do not form part of the Consolidated Revenue Fund.

Emancipation Day Act, 2008, S.O. 2008, c. 25

The Act establishes August 1 in each year as Emancipation Day.

Foreign Cultural Objects Immunity from Seizure Act, R.S.O. 1990, c. F.23

The Act provides immunity from seizure for art or other objects of cultural significance brought into Ontario for temporary exhibition if, before the work or object is brought into Ontario, the Minister determines it is of cultural significance and that the exhibition is in the interest of the people of Ontario. The power to make this determination has been customarily delegated to the Assistant Deputy Minister.

Notice of the determination must be published in the Ontario Gazette prior to the shipment of art to Ontario. Once the determination is published, the work of art to be brought into Ontario is immune from seizure.

George R. Gardiner Museum of Ceramic Art Act, R.S.O. 1990, c. G.7

The Museum is governed by a board of 15 trustees, five to be appointed by the Board of Regents of Victoria University, one by the council of the City of Toronto and nine in accordance with the Corporation's bylaws. There are no LGIC appointments to this board.

The Museum's objects include exhibiting works of ceramic, decorative and fine art, promoting public interest in the history of ceramic development and operating a museum.

German Pioneers Day Act, 2000, S.O. 2000, c. 7

The Act establishes German Pioneers Day as the day following Thanksgiving Day.

Historical Parks Act, R.S.O. 1990, c. H.9

The Act allows LGIC to designate Crown lands as historical parks, where there is an object, site or land of historical significance.

The Act's regulation designates Sainte-Marie Among the Hurons Historical Park, Fort William Historical Park and Discovery Harbour (formerly Penetanguishene Military and Naval Establishment Historical Park) as historical parks.

Hotel Registration of Guests Act, R.S.O. 1990, c. H.17

The Act requires every hotel to keep a register of guests and it contains a number of offences relating to the keeping of a register. In addition, the room rates are to be posted in each room, failure of which is also an offence.

Hummingbird Performing Arts Centre Corporation Act, 1998, S.O. 1998, c. 37

The Corporation is managed by a board of 12 directors, nine chosen in accordance with the corporation's bylaws and three appointed by the council of the City of Toronto. There are no LGIC appointments to this board.

The Corporation's objects include advancing an appreciation of the performing arts and operating theatrical facilities for performances, exhibitions and receptions.

Innkeepers Act, R.S.O. 1990, c. I.7

The Act gives an innkeeper a lien on a guest's goods for price of food or accommodation. The keeper of a stable is given a lien on horses, other animals or carriages for reasonable boarding and labour charges. In both cases, an innkeeper or a keeper of a stable can advertise and sell the items at a public auction.

The innkeeper's liability for injury to a guest's goods is limited to $40, except where loss is due to an innkeeper's wilful act, default or neglect.

Irish Heritage Day Act, 2004, S.O. 2004, c. 10

The Act establishes March 17 in each year as Irish Heritage Day.

McMichael Canadian Art Collection Act, R.S.O. 1990, c. M.4

The Act was amended in 2000 to recognize the contribution of the late Signe and Robert McMichael. The Collection is governed by a board of up to 23 trustees, appointed by LGIC. Mr. and Mrs. McMichael were trustees during their lifetime.

The Act creates an Art Advisory Committee composed of five members: the chair of the board, the vice-chair of the board and, in the absence of the McMichaels, three board appointees. The functions of the Art Advisory Committee include making recommendations regarding the purchase and sale of art and designating those artists whose work can be collected. In order to be designated, an artist must have contributed to the development of Canadian art.

The board ensures that the Collection reflects the cultural heritage of Canada and is composed of art by the Group of Seven and their (named) contemporaries and such other artists as may be designated by the Art Advisory Committee.

The Minister approves the Collection's bylaws and the appointment or removal of the director of the Collection until such time as the Minister is satisfied that the Collection conforms with the legislation.

Metropolitan Toronto Convention Centre Corporation Act, R.S.O. 1990, c. M.11

This Act establishes the Centre which is managed by a board of seven to 13 members. Up to 10 members may be LGIC appointments.

The objects of the Centre are to operate, maintain and manage an international class convention centre facility in Toronto.

***Ministry of Citizenship and Culture Act, R.S.O. 1990, c. M.18*, in respect of culture matters**

This Act was created for a Ministry which was subsequently reconfigured. By Order-in-Council, the powers and duties under this legislation relating to citizenship were transferred to the Minister of Citizenship & Immigration. Powers and duties relating to culture were transferred to the former Minister of Culture.

The Act gives the Minister charge of what is now known as the Ministry of Tourism and Culture, and responsibility for administration of its legislation. The Act allows the Minister to delegate statutory powers or duties to the Deputy Minister or to any employee of the Ministry.

The Ministry's objectives include ensuring the creative and participatory nature of cultural life in Ontario by assisting in the stimulation of cultural expression and cultural preservation.

By 2007 amendments, the Minister is empowered to establish, charge and refund fees to recover the costs of any services that are provided by the Ministry.

***Ministry of Tourism and Recreation Act, R.S.O. 1990, c. M.35*, in respect of tourism matters**

This Act was created for a Ministry which was subsequently reconfigured. The Act gives the Minister charge of the Ministry of Tourism and Recreation with responsibility for administration of the Ministry's legislation. As the Ministry was reconfigured in 2005 and responsibility for Sport and Recreation was transferred to the Minister of Health Promotion, the Minister of Tourism and Culture is now only responsible for tourism activities and programs.

The Ministry's objectives include promoting tourism in Ontario, using tourism to stimulate employment and income opportunities and encouraging improvement in the standards of services offered to the travelling public.

Niagara Parks Act, R.S.O. 1990, c. N.3

This Act establishes the Niagara Parks Commission which is composed of 10 to 12 members, appointed by LGIC.

The Commission has a general duty to manage, control and develop the Niagara parks. The Minister has the power to issue policy directives approved by LGIC and the Commission must ensure implementation of these directions.

The regulations deal with the use of parks and the issuance of guide and sight-seeing vehicle licences.

***Ontario Heritage Act, R.S.O. 1990. c. O.18*, except in respect of Part III**

The Act sets out the process for municipal designation of heritage properties. The Act was amended in 2005 to empower municipalities to prohibit demolition of designated heritage properties. The amendments gave the Minister the authority to designate properties. Such properties cannot be demolished without the Minister's approval. The Act also establishes a licensing scheme for archaeological field work.

The Act establishes the Ontario Heritage Trust with objects that include acquiring property of historical interest for people of Ontario. It has a board of up to 12 trustees, appointed by LGIC.

Part III of the Act, which governs the Conservation Review Board, is administered by the Attorney General.

Ontario Place Corporation Act, R.S.O. 1990, c. O.34

This Act establishes the Ontario Place Corporation which is governed by a board of seven to 13 members. The members are LGIC appointments, one of whom must be a director of the Canadian National Exhibition (CNE) Association.

Ontario Place Corporation's objects include operating Ontario Place as a provincial exhibit and recreational centre, developing special programs to enhance the image of the province and co-ordinating activities with the CNE.

Ontario Wine Week Act, 2005, S.O. 2005, c.22

The Act proclaims the third week in June each year as Ontario Wine Week.

Ottawa Convention Centre Corporation Act, R.S.O. 1990, c. O.45

This Act establishes the Ottawa Convention Centre Corporation which is governed by a board of seven to 12 directors. Up to nine members are appointed by LGIC.

The objects of the Centre are to operate, maintain and manage an international convention centre facility in Ottawa.

Public Libraries Act, R.S.O. 1990, c. P.44

The Act provides for establishment of various types of library boards, including public library boards, their membership, powers and duties. The Act authorizes payment of statutory grants to eligible public library boards for operating funding. The Act requires that defined library services be provided free of charge to residents.

The Minister has the power to establish by order special library service boards to provide resources and services and to make grants to these boards. The Southern Ontario Library Service (SOLS) and Ontario Library Service North (OLS–N) are two such boards incorporated by way of Letters Patent under the *Corporations Act*. They are transfer payment agencies. The Minister recommends two of the nine-member OLS-N board and five of the 20-member SOLS board.

Royal Botanical Gardens Act, [1989 c.Pr.22]

The Royal Botanical Gardens (RBG) is managed by a board of up to 24 trustees. LGIC appoints two members to the board. The President of McMaster University and the President of the RBG Auxiliary are members, along with nine trustees appointed by the board. Up to six trustees are appointed by the Regional Municipality of Hamilton-Wentworth, up to three by the Regional Municipality of Halton, and two by LGIC.

Its objects include developing and maintaining a living collection of plants and animals, protecting flora and fauna, and conducting botanical research.

Royal Ontario Museum Act, R.S.O. 1990, c. R.35

The statute states that the Royal Ontario Museum is to be managed by a board of 21 trustees. The chair of the Governing Council of the University of Toronto, the president of the University of Toronto and the director of the Museum are, by virtue of office, trustees of the Museum. Three trustees are elected by the members of the Museum and 15 trustees are appointed by LGIC.
Its objects include collecting and exhibiting objects, documents and books that illustrate natural and human history.

The Museum requires LGIC approval to borrow over $100,000.

Science North Act, R.S.O. 1990, c. S.4

The statute states that Science North is to be managed by a board of at least 15 trustees, appointed by LGIC.

Its objects include operating a model mine and museum and conducting education in the origins, development and progress of science and technology in Northern Ontario.

The agency requires LGIC approval to borrow money.

South Asian Heritage Act, 2001, S.O. 2001, c. 29

The Act establishes May 5 in each year as South Asian Arrival Day. It proclaims May in each year as South Asian Heritage Month.

St. Lawrence Parks Commission Act, R.S.O. 1990, c. S.24

This Act establishes the St. Lawrence Parks Commission which is governed by a board of three to 15 members appointed by LGIC.

The duty of the Commission is to develop, control, manage, operate and maintain parks. The Commission needs LGIC approval to acquire or dispose of land.

The Act's regulation deals with the use of parks.

Status of Ontario's Artists Act, S.O. 2007, Chapter 7, Schedule 39

The Act received Royal Assent on May 17, 2007. The Act's purpose is to recognize the value and contributions artists make to Ontario and to create a climate in which artists can flourish.

The Act includes, in addition to a purpose clause, statements of recognition of the value of artists and government undertakings to improve the lives of artists. It also establishes that Celebrate the Artist Weekend will take place on a weekend to be designated by the Minister.

Tartan Act, 2000, S.O. 2000, c. 8

The Act adopts and describes the official tartan for Ontario. The Act was amended in 2006 to correct an error in the weave description.

United Empire Loyalists' Day Act, 1997, S.O. 1997, c. 42

The Act establishes June 19 in each year as United Empire Loyalists' Day.

Ontario Media Development Corporation, O.Reg. 672/00

The Ontario Media Development Corporation was established by Regulation 672/00 under the *Development Corporations Act*. The Corporation was formerly called the

Ontario Film Development Corporation. The board is to be composed of up to 17 members appointed by LGIC.

Its objects are to stimulate employment and investment in Ontario by methods such as promoting the culture media industry and administering provincial tax credit programs.

Ontario Tourism Marketing Partnership Corporation, O. Reg. 618/98

The Ontario Tourism Marketing Partnership Corporation was established by Ontario Regulation 618/98 under the *Development Corporations Act*.

The Corporation is governed by a board of at least three directors, appointed by LGIC. One appointment is to be a Deputy Minister of a Ministry other than the Ministry of Tourism and Culture.

The Corporation's objects include marketing Ontario as a travel destination.

Ontario Trillium Foundation

Unlike the other agencies listed above, the Ontario Trillium Foundation was not established by a Special Act of the Legislature but by letters patent under the *Corporations Act*. The Foundation makes strategic investments to build healthy, caring and economically strong Ontario communities.

The board is to be composed of up to 25 members approved by LGIC for election by the Minister's class of members. The Minister approves the individual who is to be elected chair and appoints the vice-chair. There are 16 Grant Review Teams composed of over 300 volunteers, appointed by LGIC.

PUBLISHED RESULTS-BASED PLAN 2011-12

Priorities and Results for 2011-12

The Ministry of Tourism and Culture recognizes that Ontario's tourism and culture sectors contribute significantly to Ontario's overall economic and social prosperity, helping the province build a stronger, more competitive economy and vibrant, liveable communities.

In 2011-12, the Ministry will focus on enhancing and supporting the tourism and culture sectors, protecting Ontario's heritage, investing in tourism and cultural agencies and delivering the programs and services that support Ontario's cultural and creative industries, a thriving tourism marketplace, arts, heritage, museums and public libraries.

Ministry Activities for 2011-12

The Ministry contributes to a more prosperous Ontario by:

- Supporting the growth of the creative economy and enabling it to innovate and respond to opportunities in a constantly transforming digital age;
- promoting regional coordination of tourism activities;
- creating vibrant liveable communities by protecting the province's cultural resources, investing in its public libraries and preserving Ontario's heritage;
- building Ontario's national and international profile through tourism and culture; and
- enhancing Ontario's investment in and profile of its tourism and cultural agencies, attractions and infrastructure.

The Ministry supports vibrant liveable communities by partnering with municipalities, local partners and stakeholders to leverage cultural resources and help preserve and promote the unique heritage of our communities.

The Ministry focuses on building strong and sustainable agencies with a commitment to revitalizing and strengthening its accountability relationship with its 21 tourism and cultural agencies.

STRATEGIC APPROACH: FOSTERING A SUSTAINABLE, PROSPEROUS CREATIVE ECONOMY

Through strategic investments in the entertainment and creative cluster, the Ministry strengthens the environment for innovation, encourages high-skill job creation, and fosters partnerships across the Ontario government and within the industry. Together, these activities generate economic growth and build Ontario's competitive advantage in the knowledge-based economy.

In 2011-12, the Ministry will:

- Continue to engage with stakeholders, partner ministries and other levels of government to drive innovation and economic development in Ontario's entertainment and creative cluster industries, including film and television, book publishing, magazine publishing, music and interactive digital media.
- Undertake research and work with stakeholders to increase knowledge of the cultural and creative industries to support their success domestically and in markets around the world.
- Deliver a comprehensive range of programs and policies that help the creative cluster reach its full potential, including the enhancements made to the province's cultural industries tax credits, the Entertainment and Creative Cluster Partnerships Fund and the Interactive Digital Media Fund.
- Provide sustained funding for the Ontario Media Development Corporation through full implementation of the $15 million increase to its annual budget announced in the 2010 Budget, allowing it to set long-term plans and goals for the industries it serves.
- Effectively represent Ontario's priorities and interests with respect to its creative industries by engaging with other levels of government as appropriate. This includes working with the Department of Canadian Heritage and other federal departments and engaging with the Canadian Radio and Telecommunications Commission.

STRATEGIC APPROACH: SUPPORTING A DYNAMIC CULTURAL ENVIRONMENT AND STRONG DIVERSE COMMUNITIES

The Ministry provides policy, program and funding support to Ontario's cultural community directly and through its arts and culture agencies. These investments contribute to Ontario's reputation for world-class collections and cultural events that showcase the best of the province's cultural diversity and creativity to Ontarians and the world.

In 2011-12 the Ministry will:

- Continue to invest in public libraries and library service agencies with a focus on encouraging capacity building, ensuring consistent services and equitable access to information. Libraries support key provincial priorities as Ontario transitions to the knowledge economy, including literacy and life-long learning, training and employment services and newcomer settlement services.
- Through its agency, the Ontario Arts Council, continue to make strategic investments in Ontario's artists and arts organizations in communities across the province.
- Continue to provide support to cultural organizations to expand their audiences and increase revenues through the three-year, $27 million Arts

Investment Fund. This fund, delivered through the Ontario Arts Council, will help the arts sector continue to grow and become more competitive.

- Continue to provide funding through the Cultural Strategic Investment Fund for projects sponsored by arts organizations, cultural industry organizations, heritage organizations, public libraries, public library sector organizations, and research and academic institutions.
- Through its agency, the Ontario Trillium Foundation, continue to support strong and healthy community initiatives in arts and culture, environment, human and social services, and sports and recreation.
- Continue to provide funding through the Creative Communities Prosperity Fund for projects that support municipal and Aboriginal cultural planning activities. The ministry will also continue to provide advice on and promote cultural planning as a way to increase awareness of the value of culture in local economic development and growth plans.

STRATEGIC APPROACH: ENHANCING COMMUNITY AND REGIONAL ECONOMIC DEVELOPMENT THROUGH TOURISM AND CULTURE

Ontario's cultural and tourism attractions and agencies generate strong economic returns for Ontario communities. Revitalization of agency and attraction infrastructure acts as a vehicle for job creation and economic stimulus. Improved accountability frameworks will ensure both growth and sustainability.

The Ministry continues to implement key recommendations from the 2009 *Discovering Ontario: A Report on the Future of Tourism* and is working with Regional Tourism Organizations (RTO) with a focus on coordination of tourism marketing and management to increase visitation, boost economic activity and create jobs across the province.

In 2011-12, the Ministry will:

Tourism Regions

- Continue implementing a regional approach to tourism and work with the 13 newly established tourism regions across Ontario.
- Continue funding to support tourism growth and economic development in Ontario's tourism regions with $65 million in 2011-12, and $58.75 million in 2012-13 (if passed by the Legislature) and $40 million in ongoing annual funding starting in 2013-14.
- Continue to consult with tourism partners across the province in the development of consistent funding mechanisms to support regional tourism.

Training

- Work with industry partners and the training sector to ensure that tourism industry workers have access to the training necessary to provide enhanced tourist experiences.

Open Ontario

- Work with the industry to modernize, reduce or eliminate barriers to economic development.
- Invite tourism sector representatives to identify regulatory burdens with the goal of streamlining our approach to the industry.

Research

- Continue to guide marketing, policy and product development decisions by providing strategic information and analysis, including monitoring domestic and international tourism trends, forecasting, product research, economic impact analyses and determining the size and contribution of tourism to the provincial economy.

Investment

- Invest $20 million through Celebrate Ontario 2011 to enhance festival and event programming and activities for over 230 events across Ontario, leading to long-term improvements, increased visitation and visitor spending.
- Invest the 2011 edition of the Convention Development Fund to help six convention cities attract new national and international conventions.
- Complete a 10-year Tourism Investment Strategy and Implementation Plan to help attract increased private sector investment to Ontario's tourism industry and to support investment and development in the provincial tourism regions.
- Support multi-region and provincial tourism development initiatives, and industry capacity building through the Tourism Development Fund.

Agency/Attraction Renewal

- Continue to renew its tourism agencies and attractions, and support them in their role as tourism icons and local and regional economic catalysts:
  - Niagara Parks Commission (NPC) - NPC will continue to improve its governance and operations and will complete the competitive process for the land lease of tour boat operations at Niagara Falls.
  - St. Lawrence Parks Commission (SLPC) - Complete the governance review of the SLPC and implement changes to improve board effectiveness and accountability procedures while implementing best practices.

  - Ontario Tourism Marketing Partnership Corporation (OTMPC) – Continue to implement the program, information technology, governance, organizational and partnership reviews of OTMPC undertaken in 2010-11.
  - In 2011, the OPC revitalization planning effort is expected to result in a proposed vision for the future of OPC that will include viable concepts supported by a strong business case and procurement strategy.
  - Metro Toronto Convention Centre (MTCC) - Continue to support MTCC in hosting international conferences and events. The MTCC is proceeding with a Modernization Project for its North Building at a cost of up to $29 million.

Capital Investments

The Ministry preserves and enhances Ontario's tourism and cultural infrastructure. The Ministry also administers on behalf of the Ministry of Health Promotion and Sport and Recreational Infrastructure Canada program (RInC) in support of provincial sport and recreation infrastructure. The Ministry manages the infrastructure development commitments of the province's capital infrastructure initiative – the Sport, Culture and Tourism Partnership Program

In 2011-12, the Ministry will:

- Revitalize infrastructure and interpretive facilities at the St. Lawrence Parks Commission's Upper Canada Village and Fort Henry World Heritage Site as SLPC gets ready to celebrate the 50th anniversary of Upper Canada Village in June.
- Commence planning for new exhibit facilities and continuing maintenance of buildings at Sainte-Marie among the Hurons.
- Prepare for construction of a permanent berm to protect the heritage and modern structures at Fort William Historic Park from future floods. Additionally, a secondary ingress/egress will be constructed to help alleviate congestion and access for emergency vehicles.
- Continue to invest in capital repair and rehabilitation at tourism and culture agencies to address renovations, building code upgrades, health and safety improvements and statutory/regulatory compliance.
- Continue to provide project stewardship for the newly completed Ottawa Convention Centre (opened in April 2011).
- Support infrastructure projects that help Ontario's non-profit organizations deliver important public services to diverse cultural communities through the Community Capital Fund (CCF). Now in its first full year of implementation, the CCF is delivered by the Ministry's agency, the Ontario Trillium Foundation.
- Ensure continued high standards regarding governance, fiscal management and accountability in the province's tourism and cultural agencies.

In 2011-12, the Ministry will continue to implement the following projects under the joint Federal/Provincial Infrastructure Stimulus fund program:

- Niagara Parks Commission - $8.94 million to complete several projects relating to the War of 1812 commemoration, including the construction of a new visitor centre at Old Fort Erie.
- McMichael Canadian Art Collection - $4.2 million to complete the rehabilitation of the grounds and improve site access.
- Science North - $6.2 million to complete several projects, including the significant expansion of the exhibit space in the main building that opened in 2010-11.
- Ontario Heritage Trust - $1.5 million for several rehabilitation projects of historic properties across Ontario.
- St. Lawrence Parks Commission - $4.6 million for road and bridge repair which is completed in 2010-11.

STRATEGIC APPROACH: BUILDING NATIONAL AND INTERNATIONAL PROFILE THROUGH TOURISM AND CULTURE

Cultural tourism is one of the fastest growing segments of the global tourism market. The Ministry markets and promotes Ontario's world-class facilities, festivals, collections and programs to showcase the best of our cultural diversity and creativity, making Ontario a leading cultural destination for tourists.

In 2011-12, the Ministry will:

Domestic and International Marketing

- Continue to market Ontario domestically and internationally as a premier year-round travel destination through the OTMPC, or the OTMPC in partnership with the Regional Tourism Organizations, including:
    - Focusing efforts on maximizing returns from existing markets while continuing to explore new opportunities in emerging international markets;
    - Enhancing OTMPC's consumer website and other digital marketing media as critical communication channels to reach consumers worldwide; and
    - Continuing to support festivals and events across Ontario that attract national and international interest.

Events of International Significance

- Strive to attract large events like the G20 Summit. The G20 Summit was a non-recurring and extraordinary event that had a significant positive impact on the Metro Toronto Convention Centre's 2010-11 financial results. It will not have the opportunity to host another event similar to the size of the G20 Summit in 2011-12, however, there are some substantial events in the calendar, most notably SIBOS (the Swift International Banking Operations Seminar), which is considered to be the world's premier financial services conference and tradeshow attracting senior bank leaders from all financial institutions around

- Host the International Indian Film Academy Weekend and Awards in June 2011, a major international event with a worldwide television viewing audience of 600 million. Toronto is the first North American city to host the awards. Ontario is expected to attract 40,000 visitors during the four-day festival, including 500 actors and producers.
- Support Regional War of 1812 Bicentennial groups in Algoma/Sault Ste. Marie; Southern Georgian Bay; St. Lawrence; South West (Windsor-Essex and Chatham-Kent); Niagara; Toronto and Western Corridor (the Cities of Burlington, Hamilton, Brantford and London together with the Counties of Brant, Haldimand, Norfolk, Elgin, Oxford and Middlesex) to build capacity to plan, develop and implement local and regional Bicentennial events and initiatives.
- Work with key stakeholders, Ontario ministries, the federal government and other governments, including in the U.S., to identify and develop heritage tourism opportunities and partnerships related to the War of 1812 Bicentennial.
- Leverage the opportunities for the Toronto 2015 Pan/Parapan Games which will promote Ontario's tourism and culture leading up to and during the games. Ontario assumes its role as the next official host at the 2011 Pan/Parapan Games in Guadalajara, Mexico in October. Ontario will use this as a key opportunity to promote Ontario domestically and internationally as a world-class tourism and cultural destination.
- Raise Ontario's international profile as a place to visit, live and invest; and build international support and excitement for 2015 Pan/Parapan Games in the Greater Golden Horseshoe.

STRATEGIC APPROACH: PROTECTING ONTARIO'S CULTURAL HERITAGE

To protect and conserve Ontario's heritage and archaeological resources, the Ministry administers the *Ontario Heritage Act*, invests in the community museums and historical societies that play an important part in the stewardship of Ontario's heritage resources, and provides advice, support and outreach to a wide range of organizations involved in heritage conservation and cultural planning.

In 2011-12, the Ministry will:

- Strengthen the protection, preservation and conservation of built heritage and archaeological resources and improve customer service through the development of new and enhanced policies, tools and processes that increase compliance with the *Ontario Heritage Act*.
- Proceed with the implementation of the *Standards and Guidelines for Conservation of Provincial Heritage Properties* and the *Standards and Guidelines for Consultant Archaeologists*, including the ongoing monitoring and identification of emerging policy issues.

- Ensure ongoing delivery of the provincial licensing program for archaeologists and management of the Ontario Public Register of Archaeological Reports and the provincial database for archaeological sites.
- Promote the protection of Ontario's built heritage and archaeological resources through the Ministry's involvement in land-use planning applications and approvals (e.g., the Renewable Energy Approval) under provincial legislation including the *Environmental Protection Act*, the *Planning Act* and the *Environmental Assessment Act*.
- Undertake research and engagement to inform the development of policies and tools to help promote and preserve the cultural heritage of Ontario's Aboriginal peoples.
- Continue to deliver cultural heritage conservation training, education, outreach and advisory services to support implementation of the *Ontario Heritage Act* in order to increase the number of municipal heritage committees and designations of heritage properties.
- Continue to invest in community museums and heritage organizations to help create new exhibits, improve collections and make Ontarians' stories more accessible.

Highlights of 2010-11 Achievements

In 2010-11, the Ministry protected the province's cultural heritage resources, promoted its world-class tourism offerings, and invested in the events and facilities that play an important role in the life of our communities.

By investing in high-growth creative industries, the Ministry boosted Ontario's competitiveness in the knowledge-based economy. Through ongoing engagement with the cultural community and other partners, the Ministry enabled the culture sector to deliver many benefits that help to improve quality of life and build a sense of community and identity across the province.

By taking these and other steps, the Ministry continued to help ensure that Ontarians can benefit from strong and sustainable growth in the tourism and culture sectors.

Results and key achievements for 2010-11 include:

Implementation of Discovering Ontario: A Report on the Future of Tourism

- Established 13 tourism regions each with a strong Regional Tourism Organization (RTO) responsible for developing regional tourism strategic plans, developing and implementing regional marketing campaigns, developing tourism products, attracting investments, coordinating activities, and building relationships within their regions, between RTOs and with provincial sector associations.
- Increased funding for transition to the regional tourism strategy by investing an additional $18.75 million in 2012-13 (if passed by the Legislature).

Celebrate Ontario

- Delivered the 2010 Celebrate Ontario program which expanded and enhanced 169 festivals and events across the province.

IIFA

- Negotiated an agreement to host the International Indian Film Academy (IIFA) Weekend and Awards in June 2011. Ontario is the first jurisdiction in North America to host the IIFA Weekend and Awards.

Convention Development Fund

- Committed $2.75 million through the Convention Development Fund to help six convention cities (Toronto, Ottawa, Windsor, London, Hamilton, Niagara Falls) attract new national and international conventions.

Support to Agencies and Attractions

- *Agency Reviews* - Undertook in-depth reviews of St. Lawrence Parks Commission and Ontario Tourism Marketing Partnership Corporation to enhance openness and accountability, promote modern strategic governance principles, ensure effective programming and improve the efficiency of the agencies. SLPC successfully negotiated a Memorandum of Agreement (MOA) with the Federal Government for the operation of the Fort Henry site.

- Ontario Place Corporation - The Ministry continued to work with OPC to implement improvements recommended in the recent operational review.

- *Enhanced Programming* to broaden audience appeal and support increased visitation at:
  - Fort William Historical Park- Developed tourism information distribution partnerships with all significant Northwestern Ontario Regional Tourism Organizations utilizing the Fort William Historical Park's strategic Canada Gateway Centre in Grand Marais, Minnesota and expanding billboard branding and refreshed images in Minnesota, Wisconsin, Manitoba and Ontario.
  - St. Lawrence Parks Commission - Presented strong programming at SLPC– "Fort Fright", "Sunset Ceremonies" and "Alight at Night;
  - Huronia Historical Parks - Presented the "First Light" programming at HHP.

- *Support to Niagara Parks Commission:*
  - assisted NPC with the development and issuance of a complex, high-profile, Request for Proposals to obtain a land lease for a tour boat operator (issued on August 20, 2010 and closed on January 31, 2011);

  - provided advice on procurement and revenue generating opportunity policies;
  - initiated audits on procurement and travel expenses;
  - negotiated a new Memorandum of Understanding with NPC;
  - confirmed the appointment of interim Board members to support change in the organization; and
  - appointed a new Chair to promote improvements in governance and accountability.

- *Support to Ontario Place Corporation:*
  - In 2010, Ontario Place Corporation issued a Request for Information (RFI) seeking ideas from around the world for revitalizing the OPC site as a signature year-round waterfront attraction. The Request resulted in 35 responses. OPC also developed a new public website to provide the public with opportunities to submit their own ideas. Over 1200 ideas were received. Furthermore, OPC created a new My Ontario Place Pavilion photo exhibit and video display of the history of OPC which had approximately 2,500 visitors.
  - The upgrade of the Cinesphere into a 3D IMAX theatre was initiated. Designs and projector procurement were completed in 2010. The 2011 installations and upgrades will include the new 3D projector, new screen and sound systems, plus new seating and lighting.

- *Support to Convention Centres:*
  - Ottawa Convention Centre - Continued support of the meeting and convention sector with the completion of the new Ottawa Convention Centre, officially opened in April 2011.
  - Metro Toronto Convention Centre - Contributed to the solid performance of the Metro Toronto Convention Centre in hosting 584 events – including the G20 Summit – with attendance of 1,932,737.

- Released "*Ontario's Entertainment and Creative Cluster: A Framework for Growth"* in June 2010, which includes recommendations to guide policy and program development to support the entertainment and creative cluster's competitiveness.

- Implemented the $7 million increase to the Ontario Media Development Corporation's (OMDC's) base funding announced in the 2010-11 budget, which will grow to $15 million in 2011-12.

- Invested $9 million over three years in the Canadian Film Centre (CFC) to help expand its training programs and further develop Ontario's screen-based and digital entertainment market. This builds on a $10 million investment announced in 2005 in the CFC, the country's largest institution for advanced training in film, television and new media.

- Established the new Arts Investment Fund through the Ontario Arts Council that will provide $27 million over three years to help the not-for-profit arts sector continue to grow and become more competitive and sustainable.

- Invested an additional $2 million in the ministry's library service agencies to support public libraries by offering electronic services, such as electronic databases, to Ontarians.

- Invested an additional $10 million over three years in the Ontario Cultural Attractions Fund (OCAF) to help not-for-profit cultural and heritage organizations promote and present high-profile events that attract new audiences.

- Launched a new program to support infrastructure projects for non-profit organizations that deliver important public services to diverse cultural communities. The $50 million, three-year Community Capital Fund is administered by the Ministry's agency, the Ontario Trillium Foundation, and invests in projects that revitalize community-based infrastructure.

- Enhanced heritage grant programs for museums and provincial and local heritage organizations with an additional investment of $650,000.

For more details on 2010-11 achievements, refer to the Ministry of Tourism and Culture's 2010-11 Annual Report.

ONTARIO SENIORS' SECRETARIAT

KEY STRATEGY: PLANNING FOR AN AGING POPULATION

Ontario's population aged 65 and over is projected to more than double from 1.8 million in 2009 (13.7 per cent of the total population) to 4.1 million by 2036 (23.2 per cent of the total population). By 2017, for the first time, seniors will account for a larger share of the population than children 14 years of age and under.

A high degree of collaboration between governments, business and broader communities, as well as seniors themselves, is required to address the impact that this demographic shift will have on areas such as accommodation and housing, health, financial security, safety and security, employment and volunteer opportunities, and age-friendly communities.

Ontario seniors want a voice in planning for our aging population and support to help them remain independent and involved in their communities to maximize their potential and opportunities.

In 2011-12, the Ontario Seniors' Secretariat (OSS) will support these goals through a close working relationship with 11 of Ontario's major seniors' organizations. The Secretariat will:

Accommodation (Housing)

- Focus on leading the implementation of the *Retirement Homes Act, 2010*, which received Royal Assent on June 8, 2010. This legislation, for the first time in Ontario's history provides the framework to strengthen the care and services provided to seniors living in retirement homes. It also established the Retirement Home Regulatory Authority. The Authority will be responsible for licensing retirement homes and conducting inspections, investigations and enforcement, including issuing financial penalties or revoking licenses if necessary. The Ontario Seniors' Secretariat will be providing the ongoing oversight of the start-up of the Authority.
- Opportunities for seniors' organizations to provide input to government on the affordable and accessible housing needs of seniors will be created through initiatives like the Affordable Housing Program.

Financial Security

- Work with partner Ministries and seniors' organizations to improve seniors' financial literacy and their access to benefits resulting from initiatives related to pension reform, Harmonized Sales Tax, and personal income tax. For example, promoting the Filing Your Tax campaign to improve seniors' access to benefits through the tax system, including the Ontario Sales Tax Transition Benefit.

Safety and Security

- Continue to implement Ontario's Strategy to Combat Elder Abuse, and co-lead with the federal government federal / provincial / territorial elder abuse initiatives.
- Educate seniors on financial abuse and fraud through partnerships with financial, judicial and community organizations.
- Raise awareness of the sexual safety of older women to implement Ontario's Sexual Violence Action Plan by working with the Ontario Women's Directorate and partners to support an international forum on World Elder Abuse Awareness Day 2011.

Healthy Aging

- Advocate for seniors to be actively engaged and promote health aging and lifestyles.
- Support the development of the government's 10-year Mental Health and Addictions Strategy.
- Support knowledge exchange of innovative technologies that advance healthy and independent aging through initiatives like the Festival of International

Conferences on Caregiving, Disability, Aging and Technology. OSS is participating on the Steering Committee for this conference to be held in June 2011.

Employment/Volunteerism

- Work with partner ministries to recognize the contributions of seniors to families, communities and society while promoting their participation in the workforce and volunteer activities.
- Continue to partner with the Honours and Awards Secretariat, Ministry of Citizenship and Immigration to present the Ontario Senior Achievement Awards and the Ontario Senior of the Year Award to highlight the many facets of seniors' contributions to their communities.

Age-Friendly Communities

- Encourage active aging by optimizing opportunities for health, participation, and security through a call to action to communities to undertake a process of assessing and improving their age-friendliness across eight areas: outdoor spaces and buildings; community support and health services; communication and information; civic participation and employment; respect and social inclusion; social participation; housing; and transportation.
- Work in collaboration with the Accessibility Directorate of Ontario, members of the academic community and other partners to support communities in becoming more age-friendly.

Federal/Provincial/Territorial Collaboration

- Provide leadership on intergovernmental collaboration on issues of importance to Canadian seniors by hosting the 13th annual meeting of Federal/Provincial/Territorial Ministers Responsible for Seniors in 2011. Ontario's Minister Responsible for Seniors will host and co-chair the meeting with the federal Minister of State (Seniors).

Highlights of 2010-11 Results

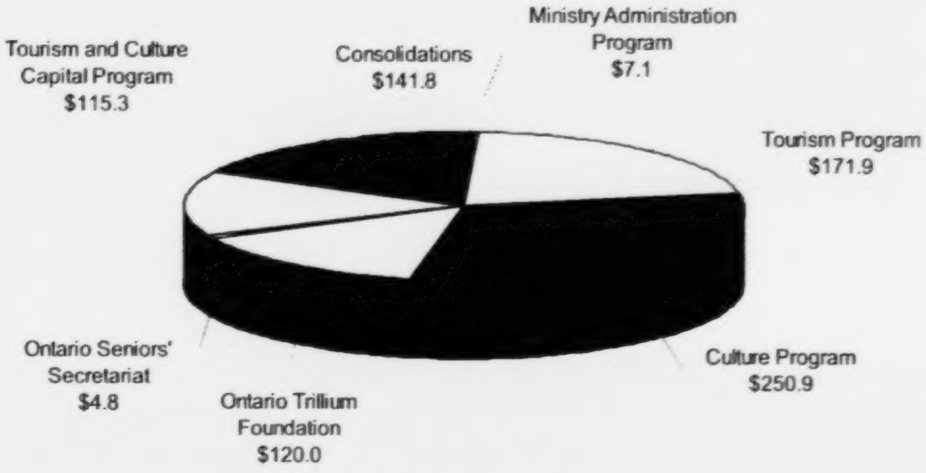
- The Ontario Seniors' Secretariat led the *Retirement Homes Act, 2010* through the legislative process and on June 8, 2010, the Act received Royal Assent, marking the first time in Ontario's history that provincial legislation will protect seniors living in retirement homes.
- The Act also established the Retirement Homes Regulatory Authority, a new regulatory body responsible for the administration of the Act. The Authority's responsibilities include the licensing of retirement homes, enforcement of the care and safety standards for residents, and educating licensees, consumers and the public on legislative requirements and standards.

- Ontario communities are better equipped to reduce elder abuse and promote age-friendly environments that are more responsive to the needs of seniors and support their civic participation.
- More seniors live healthier lifestyles, are engaged in advocating for seniors of today and tomorrow, and access the services to which they are entitled.
- More senior friendly policy development across government.

MINISTRY FINANCIAL INFORMATION

The following chart depicts the Ministry of Tourism and Culture's investment in 2011-12 by vote/item structure and consolidations.

Ministry Allocation of 2011-12 Base Spending ($ Millions)



MINISTRY OF TOURISM AND CULTURE
Table 1: Ministry Planned Expenditures 2011-12 ($M)

Operating (1)	**714.4**
Capital (2)	**97.4**
TOTAL	**811.8**

Note 1: Operating total includes $159.7M in consolidated adjustments
Note 2: Capital total includes ($17.9M) in consolidated adjustments.

MINISTRY OF TOURISM AND CULTURE
Table 2: Operating and Capital Summary by Vote

The Ministry of Tourism and Culture plays a central role in building the province's pride and economic prosperity. The Ministry provides leadership for two fast-growing sectors of the provincial economy which are fundamental to the quality of life of Ontario citizens as well as magnets for international visitors and partners.

Working with the tourism sector, the Ministry helps stimulate economic growth and community development, and creates an environment that allows Ontario to compete successfully in the rapidly changing world of travel and leisure. Working with the culture community and other partners, the Ministry provides leadership in fostering a dynamic cultural environment in Ontario, championing a prosperous creative economy, vibrant, liveable communities and stewardship of heritage assets.

The Ontario Seniors' Secretariat advocates for, undertakes and supports policy initiatives that improve the quality of life of Ontario seniors and public education efforts for and about Ontario seniors.

Votes/Programs	Estimates 2011-12	Change from 2010-11 Estimates		Estimates 2010-11*	Interim Actuals 2010-11*	Actuals 2009-10*
	$	$	%	$	$	$
OPERATING AND CAPITAL EXPENSE						
OPERATING EXPENSE						
Ministry Administration Program	6,936,200	[illegible]	[illegible]	7,295,900	5,908,700	7,117,093
Tourism Program	171,861,900	[illegible]	[illegible]	174,608,600	177,506,900	123,678,587
Culture Program	250,924,400	11,941,200	5.0	238,983,200	242,503,400	274,633,205
Ontario Trillium Foundation	120,001,000	-	-	120,001,000	120,000,000	120,000,000
Ontario Seniors' Secretariat	4,841,100	[illegible]	[illegible]	7,815,000	8,450,500	3,679,748
CAPITAL EXPENSE						
Ministry Administration	2,000	-	-	2,000	-	-
Tourism Program	1,000	-	-	1,000	-	-
Tourism and Culture Capital Program	115,279,000	72,904,000	172.0	42,375,000	72,322,900	42,554,414
Culture Program	1,000	-	-	1,000	-	-
Total Including Special Warrants	669,847,600	78,764,900	13.3	591,082,700	626,692,400	571,663,047
Less: Special Warrants	-	-	-	-	-	-
Total Operating and Capital Expense to be Voted	**669,847,600**	**78,764,900**	**13.3**	**591,082,700**	**626,692,400**	**571,663,047**
Special Warrants	-	-	-	-	-	-
Statutory Appropriations	128,028	-	-	128,028	138,028	145,512
Statutory Appropriations- Amortization	4,000	-	-	4,000	-	-
Ministry Total Operating & Capital Expense	669,979,628	78,764,900	13.3	591,214,728	626,830,428	571,808,559
Consolidations - Operating	159,746,300	58,711,400	58.1	101,034,900	111,220,200	75,347,345
Consolidations - Capital	[illegible]	[illegible]	[illegible]	22,801,700	17,863,900	20,984,165
Ministry Total Including Consolidations	**811,841,828**	**96,790,500**	**13.5**	**715,051,328**	**755,914,528**	**668,140,069**
CAPITAL ASSETS						
Ministry Administration Program	2,000	-	-	2,000	-	-
Tourism Program	1,000	-	-	1,000	-	-
Culture Program	1,000	-	-	1,000	-	-
Total Captial Assets to be Voted	**4,000**	-	-	**4,000**	-	-
Total Assets	**4,000**	-	-	**4,000**	-	-

* Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Note: Commencing in 2009-10, the Province's minor and Tangible Capital Assets (mTCA) are capitalized on the prospective basis. Direct comparison between 2011-12, 2010-11, and 2009-10 may not be meaningful.

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

TOURISM

The Ontario government has made a commitment to strengthening the global competitiveness of Ontario's tourism industry. To this end, the government has provided support through new investments to stimulate the industry. The *Discovering Ontario: A Report on the Future of Tourism* (released in 2009) is considered a first step in an ongoing process to fundamentally change the way the industry and government take advantage of opportunities that exist and to grow tourism as an important economic engine.

The Ministry's key tourism achievements for 2010-11 included:

Regional Tourism Strategy

- Established 13 tourism regions each with a strong Regional Tourism Organization (RTO).
- Allocated $40 million in ongoing annual funding to the 13 new RTOs that are responsible for developing regional tourism strategic plans, developing and implementing regional marketing campaigns, developing tourism products, attracting investments, and coordinating activities and building relationships within their regions, between RTOs and with provincial sector associations.
- Increased funding for transition to the regional tourism strategy by investing an additional $25 million in each of 2010-11 and 2011-12, and an additional $18.75 million in 2012-13, if passed by the Legislature.
- Over 60 regional and cross-regional projects initiated by the RTOs.

Advocacy, Research and Cross-Government Collaboration

- Aligned and developed tourism policies and activities based on the 2009 release of *Discovering Ontario: A Report on the Future of Tourism*, the most comprehensive review to date of Ontario's tourism industry. The review presents 20 recommendations within four strategies that together support Ontario's goal of becoming one of the world's preferred places to visit.
- Signed Memoranda of Understanding with three provinces in China. These MOUs will bring more tourists to Ontario and strengthen the ties between Canada and China.
- Provided vital market intelligence for industry stakeholders, including research on historical trends, travel intentions and economic impact used by industry to support marketing, product development, investment, policy, and business decisions.
- Provided strategic policy and planning advice on a variety of inter-ministerial initiatives, including the development of the Northern Ontario Growth Plan, Far North land use planning, Multi-Modal Transportation Plan for Northern Ontario,

Guide to Crown Land Use Planning, management of Species at Risk and their habitat, and several other Crown land and natural resource related items.

- Partnered with Department of Foreign Affairs and International Trade, Canadian Tourism Commission, Ontario Ministry of Economic Development and Trade and industry partners on the 2010 G8 and G20 Summits in Muskoka and Toronto by:
  - creating a welcoming presence at Toronto Pearson International Airport;
  - developing a micro-website for international media;
  - translating promotional materials into seven languages;
  - creating a three-minute high-definition video of Muskoka; and
  - developing media and familiarization tour agendas.

  The partnership team will continue to develop Canadian investment kiosks in the summit media centre.

Tourism Development and Investment

- Delivered the 2010 Celebrate Ontario festival and event program which expanded and enhanced 169 festivals and events across the province.
- Delivered the 2010 edition of the Tourism Development Fund, which provided almost $4 million to 23 projects to support industry capacity building, new tourism experiences, product development and industry training
- Committed $2.75 million in 2010-11 through the Convention Development Fund to help six convention cities attract new national and international conventions.
- Negotiated an agreement to host the International Indian Film Academy (IIFA) Weekend and Awards in June 2011. Ontario is the first jurisdiction in North America to host the IIFA Weekend and Awards.
- Implemented the Premier-ranked Tourist Destinations Framework and supported tourism planning strategies and implementation projects in regions across the province.
- Delivered investment e-newsletters on eastern, southwestern and northwestern Ontario to promote tourism investment opportunities to global investors and investment influencers.
- Promoted Ontario as a tourism investment destination and secured investor leads at MIPIM, the world's largest real estate tradeshow in Cannes, France in partnership with the City of Toronto.
- Developed and delivered 10 investment readiness workshops to 250 economic development officers and municipal officials across the province.
- Provided support to seven regional planning groups to plan and develop War of 1812 Bicentennial events and activities and linked with key stakeholders and organizations about Bicentennial activities and plans.

Strategic Marketing

- Continued the brand campaign targeting all Ontario residents and consumer segments to vacation in the province.

- Continued to implement the five-year tourism marketing strategy for Northern Ontario. The strategy was developed in partnership with Industry Canada/FedNor and the Ontario Ministry of Northern Development, Mines and Forestry, and in consultation with the tourism industry.
- Provided $2.4 million in marketing assistance to 97 festivals and events through the Tourism Event Marketing Partnership Program.
- Provided $601,488 in marketing assistance to 18 destination marketing organizations and business consortia to develop and implement targeted campaigns domestically and into border United States markets.
- Featured tourism and culture agencies and Ontario parks in a 60-second video broadcast on the videoboard at Yonge Dundas Square in Toronto for four weeks and online at www.ontariotravel.net. An online brochure was also added to the OTMPC website.
- Distributed the Fun Pass to Ontario school boards and private and home schools. Approximately 1,582,000 passes were distributed (1,500,000 in English and 82,000 in French) and 43,000 passes were redeemed.
- Participated in Canadian Tourism Commission missions in the emerging markets of India and Brazil.

Agency/Attraction Renewal

- Fort William Historical Park - FWHP was a host partner and venue for the Ontario Special Olympic Games.
- Huronia Historical Parks - Completed Phase 1 Revitalization of Sainte-Marie among the Hurons and moved into the new Maintenance and Administration building for Huronia Historical Parks. Compliant with the *Accessibility for Ontarians with Disabilities Act* and LEEDS certified, the building utilizes modern design and elements to maximize energy efficiency and cost savings. Increased Special Event attendance by 17%.
- Niagara Parks Commission - The Ministry entered into a contribution agreement with the NPC related to the Infrastructure Stimulus Fund for an $8.94 million capital project to rehabilitate three heritage sites to help celebrate the bicentennial for the War of 1812: Old Fort Erie, Laura Secord Homestead, and MacFarland House. The projects should be completed in 2011.
- Ontario Place Corporation - In 2010, OPC issued a Request for Information (RFI) seeking ideas from around the world for revitalizing the site as a signature year-round waterfront attraction and received 35 responses. OPC also developed a new public website to provide the public with opportunities to submit their own ideas and over 1200 ideas were received. Furthermore, OPC created a new My Ontario Place Pavilion photo exhibit and video display of the history of OPC and in 2010, the pavilion had approximately 2,500 visitors.
- Metro Toronto Convention Centre Corporation - The MTCC hosted 584 events – including the G20 Summit – attended by 1,932,737 people. It also participated in an omnibus survey of 642 U.S. convention planners, conducted by Watkins Research. When compared to 46 other cities in North America, MTCC rated first

place for "superior convention centre services". MTCC Customer Evaluation Survey achieved an overall satisfaction rating of 97% for user friendliness; 92% indicated "met or exceeded expectations" on overall value received for price paid; and 94% responded as "met or exceeded expectations" on rating the quality of service received.

- Ottawa Convention Centre Corporation - The OCCC completed construction of its new facility on time for its scheduled opening in April 2011. The Redevelopment Project was on budget and on schedule for opening. Construction milestones set by funding partners for the new facility were met and billings proceeded as scheduled. Management was guided by the Centre's Strategic Plan, which ensured that maximizing return on redevelopment investment was central to all decision-making from construction through opening.
- St. Lawrence Parks Commission - Through the 2009 Budget, SLPC received $13 million in capital to construct a Visitors Centre at Upper Canada Village and to revitalize Crysler Park, and $10 million for the construction of a Visitors Centre at Fort Henry. The design of Fort Henry Visitors Centre is largely complete and targeted for completion in the spring of 2012.

CULTURE

In 2010-11, the Ministry made significant progress in assuring the continued growth and leadership of Ontario's cultural sector and creative industries.

The Ministry continued to work together with its agencies, partner ministries, other levels of government and stakeholders to foster the dynamic cultural environment and strong diverse communities that contribute to Ontario's high quality of life.

Driving the Creative Economy

Ontario's entertainment and creative cluster – including book and magazine publishing, film and television production, music, interactive digital media, and broadcasting – plays an important role in the province's knowledge-based economy. The Ministry's strategic investments, research, and policy development support this sector's potential for economic growth and high-skill job creation.
In 2010-11, the Ministry's key achievements included:

- Released "*Ontario's Entertainment and Creative Cluster: A Framework for Growth*" in June 2010, which includes recommendations to guide policy and program development to support the entertainment and creative cluster's competitiveness. This framework is one way in which Ontario is working to strengthen this sector and to highlight its creative excellence and innovation to the global marketplace.
- Conducted research into the trends that are transforming the Canadian broadcasting industry, the skills and training challenges facing companies in the cluster, and the accelerating digitization of media content. This research helps to

ensure that Ontario's programs and policies respond to changing industry, technology and market conditions.

- Implemented the $7 million increase to the Ontario Media Development Corporation's (OMDC's) base funding announced in the 2010-11 budget, which will grow to $15 million in 2011-12. This enhanced funding increases stability for OMDC's long-term delivery of programs and services that support the cultural media industries and help them compete domestically and globally.
- Worked with the Ontario Media Development Corporation to implement a number of priority initiatives, including:
    - the Entertainment and Creative Cluster Partnerships Fund, which has provided almost $12.7 million to Ontario companies since 2006 to foster new business partnerships that encourage growth in the sector
    - the Interactive Digital Media Fund which supports the creation of proprietary content by Ontario companies and contributes to Ontario's fast-growing innovation economy
- Invested $9 million over three years in the Canadian Film Centre (CFC) to help expand its training programs and further develop Ontario's screen-based and digital entertainment market. This builds on a $10 million investment announced in 2005 in the CFC, the country's largest institution for advanced training in film, television and new media.

Enhancing Community and Regional Economic Development

Investments in Ontario's municipalities, public libraries, culture and heritage organizations and cultural agencies support local economic development and help to enhance Ontarians' quality of life.

Highlights of 2010-11 achievements included:

- Established the new Arts Investment Fund through the Ontario Arts Council that will provide $27 million over three years to help the not-for-profit arts sector continue to grow and become more competitive and sustainable.
- Invested an additional $2 million in the ministry's library service agencies, the Southern Ontario Library Service (SOLS) and Ontario Library Service – North (OLS-N), to support public libraries by offering electronic services, such as electronic databases, to Ontarians.
- Strengthened the Cultural Strategic Investment Fund (CSIF) by expanding eligibility to include libraries and library organizations and increasing its budget from $950,000 to $1.3 million. The goal of the CSIF is to help build a strong and stable cultural sector by funding projects that contribute to Ontario's cultural development and economic growth.
- Invested an additional $10 million over three years in the Ontario Cultural Attractions Fund (OCAF) to help not-for-profit cultural and heritage organizations promote and present high-profile events that attract new audiences. Since 2003, OCAF has provided approximately $26 million to support more than 250 special events and projects in more than 140 communities.

- Supported cultural agencies as they continue to develop innovative programming that draws millions of visitors, helping to increase Ontario's share of the cultural tourism market (e.g., *Terracotta Warriors* at the Royal Ontario Museum, *Harry Potter: The Exhibition* at the Ontario Science Centre).
- Continued to deliver the Creative Communities Prosperity Fund and providing advice and expertise to help municipalities, First Nations and other organizations integrate culture into local economic development and community planning.
- Continued to implement the Museums and Technology Fund that enables arts and heritage organizations to improve access to their collections through new technologies, helping these organizations become centres of innovation.
- Provided $28.6 million in ongoing annual support to the library sector. This includes $18.7 million in operating funding to 388 public libraries and contracting municipalities, including First Nations libraries, under the Public Libraries Operating Grant program.

Capital Investments

The Ministry preserves and enhances Ontario's unique cultural infrastructure and agencies, supporting their contributions to regional economic growth and continued delivery of unique services and programming to Ontarians.

Key achievements for 2010-11 included:

- Launched a new program to support infrastructure projects for non-profit organizations that deliver important public services to diverse cultural communities. The $50 million, three-year Community Capital Fund is administered by the Ministry's agency, the Ontario Trillium Foundation, and invests in projects that revitalize community-based infrastructure.
- Undertook capital projects funded through the Infrastructure Stimulus Fund (ISF) at three cultural agencies, all of which will be completed by 2011-12 under an agreed-upon ISF deadline extension:
    - McMichael Canadian Art Collection: $4.2 million to complete the rehabilitation of the grounds and improve site access.
    - Ontario Heritage Trust: $1.5 million for a number of rehabilitation projects of historic properties across Ontario.
    - Science North: $6.2 million to complete a number of projects, including a significant expansion of exhibit space in the main building opened in 2010-11.

Protecting and Promoting Ontario's Heritage

The Ministry helps conserve Ontario's built heritage and archaeological resources through administering the *Ontario Heritage Act*, its archaeology program, and investing in and providing advice to organizations that play a key role in the stewardship of Ontario's heritage assets.

Key achievements for 2010-11 included:

- Introduced the *Standards and Guidelines for the Conservation of Provincial Heritage Properties*, a comprehensive framework for the protection and stewardship of provincially-owned or controlled heritage resources. These mandatory standards and guidelines, part of implementing the 2005 amendments to the *Ontario Heritage Act*, apply to all Ontario ministries and 14 public bodies.
- Implemented new *Standards and Guidelines for Consultant Archaeologists* that modernize technical requirements for consultant archaeologists. The standards and guidelines require Aboriginal engagement in archaeological assessment for the first time, contributing to better protection of archaeological resources.
- Provided outreach and engagement to over 50 First Nations, Métis and Aboriginal organizations on archaeology, heritage and other related interests.
- Enhanced heritage grant programs for museums, provincial and local heritage organizations with an additional investment of $650,000. This increased investment will help ensure that local heritage organizations have the necessary resources to continue as stewards of Ontario's heritage collections.
- Delivered cultural heritage conservation training, education, outreach and technical advisory services at approximately 27 events.

ONTARIO SENIORS' SECRETARIAT

Planning for an Aging Population

Seniors represent an important and growing segment of the Ontario population. Through its work with partner ministries and seniors' organizations, the Ontario Seniors' Secretariat delivered a variety of policy and public education initiatives designed to improve the quality of life of Ontario seniors.

Key achievements in 2010-11 included:

Retirement Homes Initiative

- The Ontario Seniors' Secretariat led the *Retirement Homes Act, 2010* through the legislative process and on June 8, 2010 the Act received Royal Assent, marking the first time in Ontario's history that provincial legislation will protect seniors living in retirement homes. Proposed Phase 1 regulations under the Act were developed after extensive consultations and would include details relating to care and safety standards, residents' rights and protections, the definition of a retirement home, and licensing, inspection and enforcement. Public consultation closed on April 8, 2011.
- The Act also established the Retirement Homes Regulatory Authority, a new regulatory body responsible for the administration of the Act. The Authority's responsibilities include the licensing of retirement homes, enforcement of the care and safety standards for residents, and educating licensees, consumers and

the public on legislative requirements and standards. An interim board of directors has been appointed to lead the Authority. To help ensure the accountability, transparency and independence of the Authority, a Memorandum of Understanding has been signed between the Minister Responsible for Seniors and the Interim Chair of the Authority.

Policy Initiatives

- The Ontario Seniors' Secretariat works closely with Ontario's major seniors' organizations through the Ontario Seniors' Secretariat Liaison Committee (OSSLC) and its subcommittees on Long-Term Care and Housing. The OSSLC meets quarterly, and convenes special sessions as often as necessary to address specific issues.
- In June 2009, annualized funding for elder abuse prevention initiatives was announced. Annual funding of $900,000 is providing the Ontario Network for the Prevention of Elder Abuse with long-term stability to better assist victims of elder abuse in communities across the province. Over 100 front-line staff participated in 11 elder abuse prevention training events held in fall 2010. 91 percent of participants reported they are better equipped to serve seniors because of increased knowledge and awareness about elder abuse gained through this training.
- To facilitate information sharing across the province about the Age-Friendly Communities (AFC) framework, resources and local initiatives, in March 2010, OSS provided a grant ($10,000) to the Murray Alzheimer Research and Education Program (MAREP) to enhance their AFC website to capture local stories across the province related to age friendly communities. To date, 21 local community AFC initiatives from across the province have been posted on the MAREP website: http://afc.uwaterloo.ca. An online fire side chat was held on November 30, 2010 to promote the website and for communities to share their AFC stories.
- Federal/Provincial/Territorial Ministers Responsible for Seniors have recognized elder abuse, and most recently the specific issue of financial abuse of seniors, as a priority area for collaborative work. A series of eight fact sheets for seniors on financial planning and protection from financial abuse were developed and made available across jurisdictions in support of World Elder Abuse Awareness Day, June 15, 2010. They were reprinted and distributed across jurisdictions again in January 2011.
- Under the Canada-Ontario Agreement on French Language Services (2009-2011), a two-year partnership agreement was signed with La Fédération des aînés et des retraités francophones de l'Ontario and Action ontarienne contre la violence faite aux femmes. These projects aim to improve access to high-quality French-language services for Francophone seniors in Ontario which will enable them to make informed choices regarding healthy aging and help them protect themselves from abuse. The Francophone Seniors Advisory Committee advising on these partnership initiatives was highlighted as a best practice in the inaugural Annual Report of the Office of the French Language Services Commissioner. In

2010-11, seven (7) Francophone Seniors' Information Fairs were held, focusing their outreach in rural, isolated and under-serviced communities. For the first time, three (3) fairs were held in rural and remote communities in Northern Ontario: Wawa, Chapleau and Iroquois Falls.

Public Education and Awareness Initiatives

- 35 Seniors Safe Meds seminars were delivered by pharmacists in the language preferred by the seniors group. This program is focused on the delivery of oral presentations, with accompanying slides, given to seniors and their caregivers in the community by a practicing pharmacist. Participants receive information on the safe and appropriate use of medications of all kinds and the role of the pharmacist in helping them manage their medication and other health-related needs. Presentations followed by a question and answer session were made in English, French, Chinese, Hindi, Gujarati, Korean, Italian, Farsi and Polish.
- Seniors' Month 2010 featured more than 361 community events across the province.
- The Minister Responsible for Seniors announced funding for 13 new seniors centres under the Elderly Persons Centres program administered by the Ministry of Health and Long-Term Care.
- In Spring 2010, a refresh and reprint of "A Guide to Programs and Services for Seniors in Ontario" was completed. Approximately 47,000 English and 4,300 French copies were distributed between July 2010 and March 2011. These guides are a very popular resource among seniors, their caregivers and community service providers. The Guide is also available on-line. Another 70,000 English copies of the Seniors Guide were printed in 2010-2011.
- OSS Website refreshed following CO guidelines, new website launched on March 1, 2011.

	Ministry Interim Actual Expenditures 2010-11 ($M)
Operating (1)	665.7
Capital (2)	90.2
Staff Strength (as of March 31, 2011) (3)	942.7

Interim actuals reflect the numbers presented in the 2011 Ontario Budget

Note 1: Operating total includes $111.2M in consolidated adjustments

Note 2: Capital total includes $17.9M in consolidated adjustments.

Note 3: Includes Ministry staff, and staff from Ontario Place Corporation, St. Lawrence Parks Commission, Ontario Tourism Marketing Partnership Corporation, Ontario Science Centre, Ontario Media Development Corporation and Ontario Heritage Trust.

Training, Colleges and Universities

Ontario

Published Results-based Plan 2011-12

Ministry of Training, Colleges and Universities

ISSN # 1718-7095

Ce document est disponible en français

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Ministry Overview

Vision

Ontario will have the most educated people and highly skilled workforce in the world to build the province's competitive advantage and quality of life.

Mandate

The Ministry of Training, Colleges and Universities (TCU) directs and shapes Ontario's postsecondary education, employment and training systems. It provides operating and capital funding to publicly funded colleges and universities, establishes provincial objectives for the use of public funds and designs frameworks for achieving these objectives.

The ministry ensures that high quality postsecondary education is accessible to all qualified candidates through tuition regulation, capital investments, student assistance, targeted funding and accountability mechanisms.

In the area of employment and training, the ministry develops policy directions for adult education and labour market training, sets standards for occupational training such as trade certification and apprenticeships, manages provincial services and programs for employment training and preparation including adult literacy and basic skills, and undertakes labour market research and planning.

MINISTRY STRATEGIES

Ontario's competitive advantage is its people. The province is at its best when people have opportunities and tools to reach their full potential.

In today's global economy, education and skills are essential to individual success and are the cornerstones for the future growth and prosperity of the province.

By 2020, it is expected that 70 per cent of all new jobs - including entry level jobs - will need some form of postsecondary education or skills training.

A skilled, knowledgeable workforce attracts the jobs and investment that lead to a strong province and high quality of life. It also leads to other benefits such as lower poverty rates, improved health outcomes and contribution to GDP.

That's why the government continues to invest in our postsecondary education system.

Ontario's $6.2 billion Reaching Higher Plan achieved great results and improved our postsecondary system. Some of the results from the plan included more students attending colleges, universities and learning a trade, more graduate spaces in areas that matter to the economy and an increased postsecondary attainment rate.

The Open Ontario plan is building on the successes of the past and has already begun to show results. The 2010-11 $8.1 billion investment has made a difference. Results include:

- Nearly 200,000 more students attending colleges, universities and learning a trade since 2002-03;
- Improvements to OSAP grants and loans to assist more families with postsecondary education costs - about 210,000 Ontarians benefited in 2010-11;
- The attainment rate increasing from 56 per cent in 2002-03 to 63 per cent - which is well on the way to our target of 70 per cent;
- The graduation rate has increased to 79 per cent in 2009-10 from 73 per cent since 2002-03 for university students and to 64 per cent from 57 per cent for college students;
- An awareness campaign, *Turn Your Passion into a Career*, to encourage potential students to consider and pursue postsecondary education and to help them learn about financial aid options; and
- A new website with more interactive tools, updated information and better navigation.

In response to the global recession, the government boosted the Employment Ontario budget for jobs and skills training to approximately $1.6 billion in each of 2009-10 and 2010-11. These investments have a special focus on services to help workers affected by the economic recession. Here are some of the achievements:

- Employment Ontario serves more than one million Ontarians each year including:
    - Employers who can use the network to find workers with the skills they need;
    - Laid-off workers who benefit from skills training and other employment and career planning services; and
    - Workers, apprentices, newcomers and youth who benefit from access to life-long learning.
- On August 1, 2010, the new Employment Service, a one-stop service delivery model to better meet the needs of job seekers, employers and Ontario communities - was launched. The program is being delivered through a network of 171 service providers with 435 service delivery sites across Ontario;
- In 2010-11, the Summer Jobs programs helped more than 130,000 young people with support for summer employment opportunities;
- Second Career has helped more than 42,000 Ontarians participate in training since June 2008 (as of March 31, 2011);
- In Ontario, there are more than 120,000 apprentices learning a trade today - which is nearly 60,000 more than in 2002-03; and
- New annual apprenticeship registrations have grown to more than 28,000 in 2009-10 from 17,100 in 2002-03.

Over the coming year, we will continue to invest in postsecondary education and build on our successes. Through the Open Ontario plan, the government will support new jobs by investing in colleges, universities, skills training and jobs programs.

The government will continue to support postsecondary education, taking action that will increase Ontario's postsecondary attainment rate to 70 per cent. It also will continue to ensure that there is a college or university space for every qualified Ontario student.

To reach its goals, Ontario will modernize the delivery of postsecondary education and improve the student experience. To improve access to colleges and universities, the government will continue to strengthen student aid.

The government will also continue to promote Ontario postsecondary institutions abroad to increase international enrolment by 50 per cent over five years, while guaranteeing spaces for qualified Ontario students.

Ontario will continue to help unemployed workers and those who need to upgrade their skills, learn a new trade or gain apprenticeship or literacy skills.

To support adult learners, the government will begin to implement the Adult Literacy Curriculum Framework. In addition, it will continue to support the delivery of Employment Services across the province.

As part of the ongoing commitment to accountability and efficiency, the government will continue to monitor the success of Second Career and has introduced the Employment Ontario Information Service system to help support integrated service delivery.

Ministry Priorities – Postsecondary Education

The Ministry of Training, Colleges and Universities will support the government's goal of strengthening Ontario's postsecondary education and training by working with its partners to carry out the following core priorities:

1. Transform the postsecondary education system to meet the needs of the innovation economy;
2. Increase Ontario's skilled and knowledgeable workforce by expanding access and opportunity for education and training; and
3. Foster a culture of training and continuous learning.

Transforming the Postsecondary Education System

Good jobs in the 21st century require a good education. In the coming years, with an estimated 70 per cent of Ontario jobs requiring postsecondary education, there will be a strong demand for university and college graduates and skilled trades workers.

The aging population, global competition for skilled workers and a dramatic shift in workplace technology is resulting in a heightened demand for workers with specialized skills and knowledge.

To meet this challenge, the Ontario government is focusing on building the best postsecondary education system in the world, with a range of high quality training and learning options.

The 2011 Budget, *Turning the Corner to a Better Tomorrow,* announced more than $64 million in 2011-12, growing to $309 million in 2013-14, in additional operating grants to colleges and universities. This will support more than 60,000 additional students by 2015-16. With this funding, the government's strong record of fully funding postsecondary enrolment growth will continue.

To help increase postsecondary attainment rates, Ontario will help students make informed choices before, during and after postsecondary education.

The government will continue to support more active learning (such as internships and co-op programs) to better prepare students for the workforce and provide them with a variety of relevant experience.

Ministry Priorities

- Raise Ontario's postsecondary attainment rate to 70 per cent
- Ensure a college or university space is available for every qualified student
- Increase quality and modernize the delivery of postsecondary education
- Further improve transition rates from high school to postsecondary education
- Improve access to postsecondary education through a new credit transfer system
- Create the Ontario Online Institute, bringing the best professors from Ontario's postsecondary institutions into the homes of those who want to pursue higher learning
- Increase international enrolment by 50 per cent while maintaining spaces for Ontario students

Increasing Ontario's Skilled Workforce

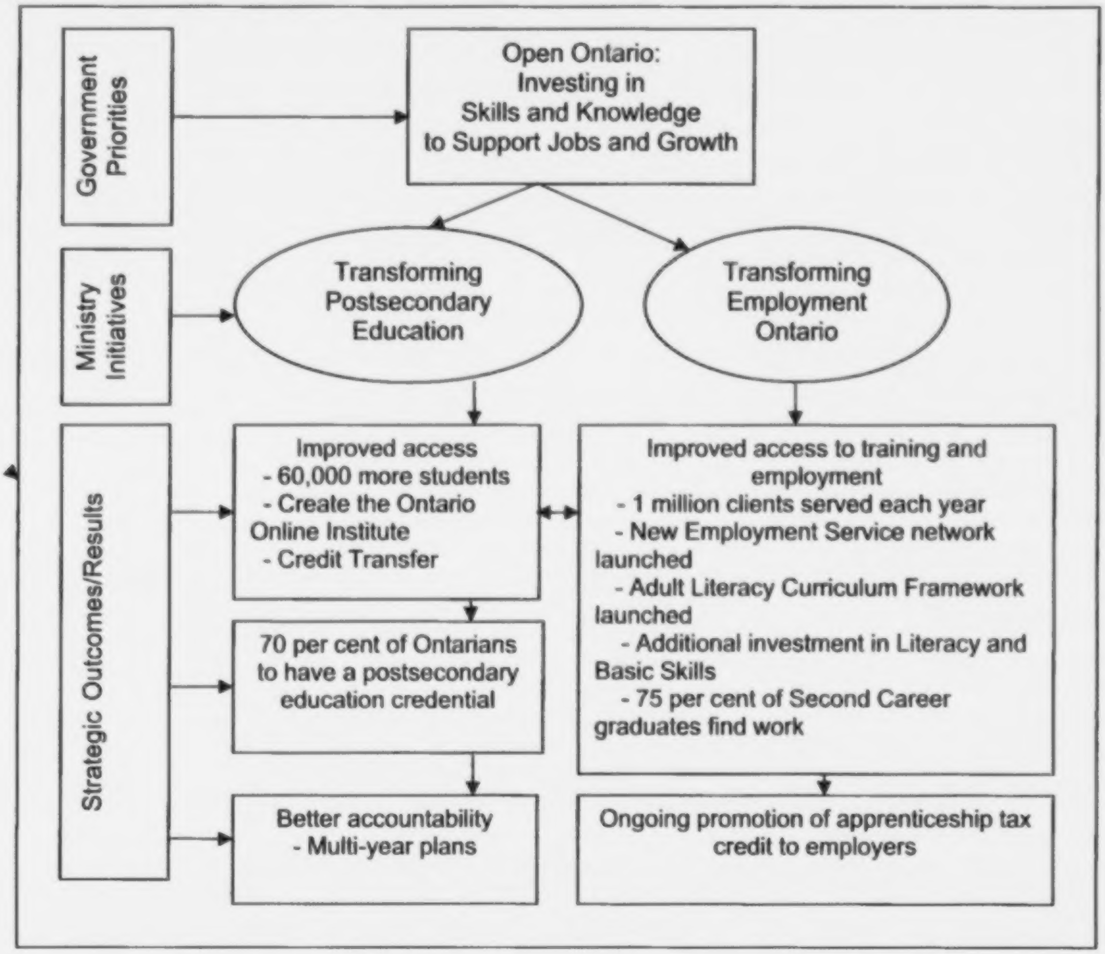
Ontario has an important untapped pool of human resource potential. Aboriginal people, people with disabilities, low-income and at-risk youth are all underrepresented in postsecondary institutions, workplace training and skills, and the labour market itself. These Ontarians face unique challenges and a core priority is to ensure they have access to the skills and knowledge they need to succeed.

The implementation of the College of Trades – an industry driven governing body for the province's apprenticeship and skilled trades system - continues, with a plan to be fully operational by July 2012. The college will continue to work on completing the governance structures and developing regulations that will consider the needs of employers, employees, apprentices, the economy and the public.

Ministry Priorities

- Increased funding for summer jobs for youth
- Increased funding for literacy programs
- Continued implementation of Employment Ontario transformation
- Ongoing implementation of the new Adult Literacy Curriculum Framework
- Continued delivery of skills training and employment programs

MINISTRY CONTRIBUTION TO PRIORITIES AND RESULTS


Government Priorities
Open Ontario: Investing in Skills and Knowledge to Support Jobs and Growth
Ministry Initiatives
Transforming Postsecondary Education
Transforming Employment Ontario
Strategic Outcomes/Results
Improved access
- 60,000 more students
- Create the Ontario Online Institute
- Credit Transfer
70 per cent of Ontarians to have a postsecondary education credential
Better accountability
- Multi-year plans
Improved access to training and employment
- 1 million clients served each year
- New Employment Service network launched
- Adult Literacy Curriculum Framework launched
- Additional investment in Literacy and Basic Skills
- 75 per cent of Second Career graduates find work
Ongoing promotion of apprenticeship tax credit to employers

2011-12 PERFORMANCE MEASURES

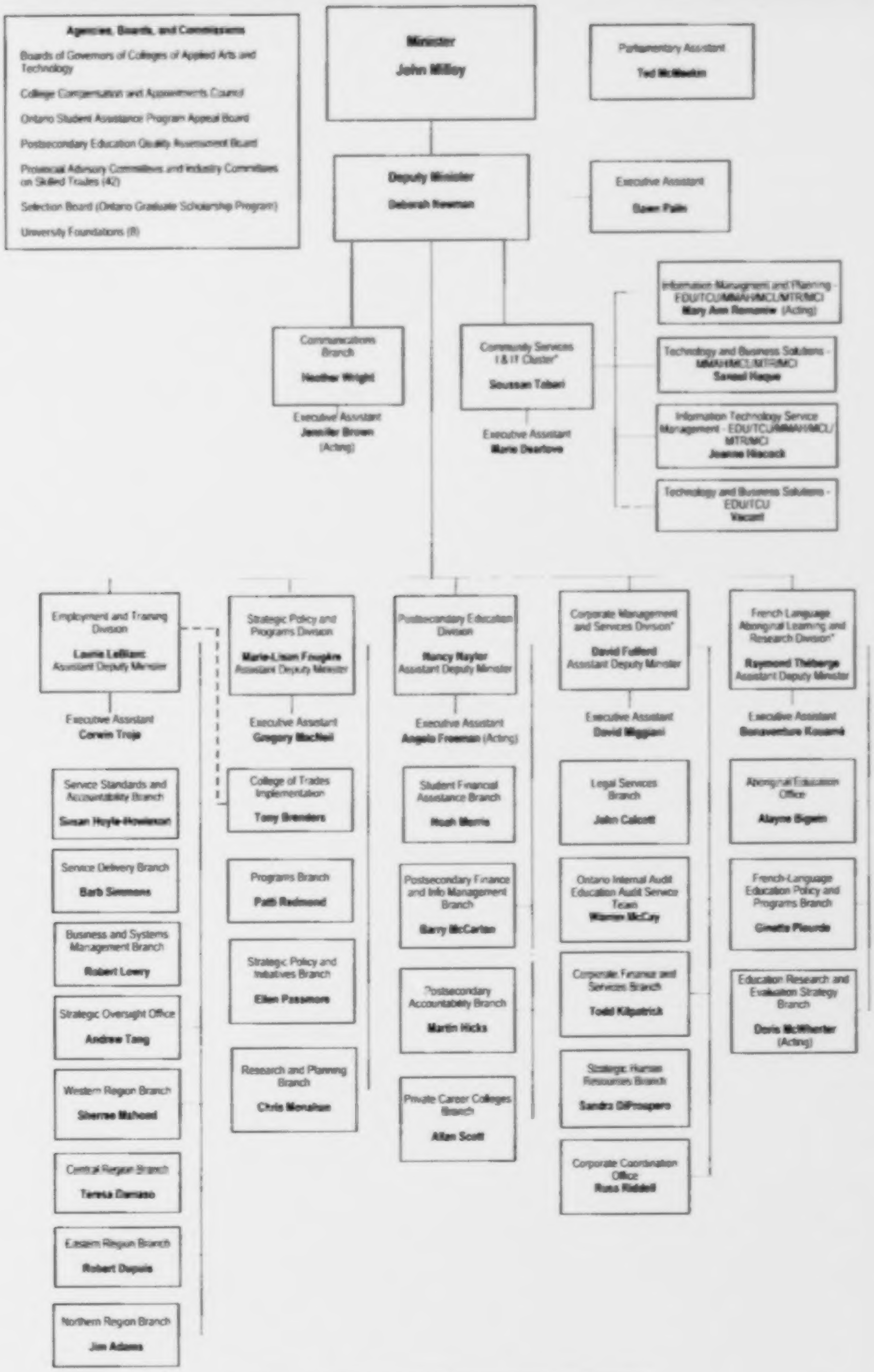
Open Ontario

- Has a goal of raising Ontario's postsecondary attainment rate to 70 per cent by 2020 as well as to expand the number of international students by 50 per cent within five years while maintaining spaces for Ontario students.
- Increase enrolment by more than 60,000 additional students by 2015-16.
- 15,000 additional graduate student spaces by 2011-12 compared to 2002-03.

Employment Ontario

- 70 per cent of Literacy and Basic Skills program clients will obtain employment or go on to further education or training compared to 55 per cent in 2001-02.

Ministry of Training, Colleges and Universities


Agencies, Boards, and Commissions
Boards of Governors of Colleges of Applied Arts and Technology
College Compensation and Appointments Council
Ontario Student Assistance Program Appeal Board
Postsecondary Education Quality Assessment Board
Provincial Advisory Committees and Industry Committees on Skilled Trades (42)
Selection Board (Ontario Graduate Scholarship Program)
University Foundations (8)
Minister
John Milloy
Parliamentary Assistant
Ted McMeekin
Deputy Minister
Deborah Newman
Executive Assistant
Dawn Palin
Communications Branch
Heather Wright
Executive Assistant
Jennifer Brown (Acting)
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Business and Systems Management Branch
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Strategic Oversight Office
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Sherrae Mahood
Central Region Branch
Teresa Damaso
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Ginette Plourde
Education Research and Evaluation Strategy Branch
Doris McWhirter (Acting)

* Reports to Ministry of Education and Ministry of Training, Colleges and Universities

April 4, 2011

LEGISLATION

Acts

Algoma University Act, 2008, S.O. 2008, c.13

Establishes university with special mission to be teaching oriented and to cultivate cross cultural learning between aboriginal and other communities. Full degree granting authority to come into effect on dates determined by proclamation.

Apprenticeship and Certification Act, 1998, S.O. 1998, c.22,

Establishes framework for apprenticeship training programs in non construction industry trades and certification of apprentices and journeypersons. (To be repealed on a date named by proclamation.)

Part VII of the Colleges Collective Bargaining Act, R.S.O. 1990. c.C 15,

[Note: Remainder of Act repealed October 8, 2008]

Part VII sets out composition and duties of College Relations Commission.

Colleges Collective Bargaining Act, 2008, S.O. 2008, c.15

Establishes provincial collective bargaining regime for full and part-time academic and support staff at colleges of applied arts and technology.

Higher Education Quality Council Act, 2005, S.O. 2005, c.28, Sched G

Establishes advisory council to advise Minister on improving quality in postsecondary education sector.

Ministry of Training, Colleges and Universities Act, R.S.O. 1990, c.M.19,

Establishes Ministry and Minister's general authority and oversight role, and gives authority for student and medical resident loans and grants.

Ontario Colleges of Applied Arts and Technology Act, 2002, S.O. 2002, c. 8, Sched. F,

Sets out legislative scheme governing colleges of applied arts of technology, including their mandate and objects and status as Crown agencies and the Minister's authority to issue directives and intervene in their affairs in specified circumstances.

Ontario College of Art & Design University Act, 2002, S.O. 2002, c. 8, Sched. E,

Establishes institution and authorizes it to grant Bachelor and Masters degrees of Fine Arts and of Design and Masters of Arts.

Ontario College of Trades and Apprenticeship Act, 2009, S.O. 2009, Chapter 22

Establishes the Ontario College of Trades to regulate the practice of trades and govern members of the Collegecertain employers.. (Sections 1, 9, 12, 25, 62, 63, 72-76, 78-81, 88, 92-93, and 95 in force. Remainder of Act in force on proclamation, expected July 2012.)

Ontario Labour Mobility Act, 2009, S.O. 2009, c.24

Establishes Labour Mobility Code for regulatory authorities with respect to the certification and licensing of persons certified in occupations and trades in other Canadian provinces and territories.

Post-secondary Education Choice and Excellence Act, 2000, S.O. 2000, c. 36,

Prohibits persons offering degrees or holding themselves out as universities without the authority of an Act of the Legislature or the consent of the Minister. Also establishes Post-secondary Education Quality Assessment Board to advise Minister on applications for consent.

Private Career Colleges Act, 2005, S.O. 2005, c. 28, Schedule L

Comprehensive consumer protection legislation requiring the registration of private institutions offering vocational programs and governing the conditions of registration.

Trades Qualification and Apprenticeship Act, R.S.O. 1990, c.T.17, as amended

Establishes framework for apprenticeship training programs in construction industry and certification of apprentices and journeypersons. (To be repealed on a date named by proclamation)

University Expropriation Powers Act, R.S.O. 1990, c. U.3,

Identifies universities which may expropriate property and provides that expropriations conducted in accordance with Expropriations Act.

University Foundations Act, 1992, S.O. 1992, c.22,

Establishes foundations for certain named universities. Each foundation is a Crown agency and the members are appointed by the Lieutenant Governor in Council.

University of Ontario Institute of Technology Act, 2002, S.O. 2002, c. 8, Sched. O,

Establishes institution and grants general degree granting authority.

Note:

1. *The list does not include unconsolidated university Acts and private Acts, including a number relating to universities which receive public assistance through the Ministry of Training, Colleges and Universities; nor does it include Acts that are purely amending Acts.*

March 2011

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Name	Description	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
The College Compensation and Appointments Council	As per the Colleges Collective Bargaining Act, 2008, the responsibility for college collective bargaining has been transitioned to the College Employer Council, a non-government, non-profit organization, which was proclaimed on April 1, 2010. Regulatory amendments had been made by the Lieutenant Governor to transition the Council's remaining responsibility for external college board appointments effective October 1, 2010 to 2/3 of board appointments made directly by Colleges; 1/3 by Order-in-Council. The responsibility for appointment of 1/3 of external college board members now rests with the ministry. The CCAC was wound down effective October 1, 2010.	N/A	N/A	179,418	N/A	657,495	N/A

Name	Description	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
Higher Education Quality Council (HEQCO)	The Higher Education Quality Council of Ontario (HEQCO) was established through legislation with the passing of the Higher Education Quality Council of Ontario Act, 2005. The council's mandate is to assist the Minister in improving all aspects of postsecondary education, with a particular focus on: • Improving the quality of education provided in the sector; • Increasing access to postsecondary education; and • Enhancing the accountability of postsecondary educational institutions. Designated as an operational service agency, HEQCO's specific functions are outlined in the Act and a Memorandum of Understanding. These include: • Developing and making recommendations to the Minister on targets to be achieved and performance measures to be used to evaluate the postsecondary education sector; • Evaluating the postsecondary education sector, reporting to the Minister and making results public; and • Conducting research on all aspects of postsecondary education including the development and design of various models and encouraging collaboration among institutions.	5,000,000	N/A	4,844,500	N/A	5,000,000	N/A

Name	Description	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
Ontario College of Trades Appointments Council	The Ontario College of Trades Appointments Council was established through legislation with the passing of the *Ontario College of Trades and Apprenticeship Act, 2009*. The Appointments Council is an operational service agency whose legislated mandate is to make appointments to the governance structure of the Ontario College of Trades. The Ontario College of Trades, as a regulatory college will: • Modernize the province's apprenticeship and skilled trades system; • Encourage more people to work in the trades and help the system better serve employers, skilled tradespeople, apprentices and consumers; and • Set training and certification standards to serve the skilled trades sector and the public interest.	517,000	N/A	100,000	N/A	N/A	N/A
Ontario Student Assistance Program (OSAP) Financial Eligibility Advisory Committee (FEAC)	The Ontario Student Assistance Program Financial Eligibility Advisory Committee (FEAC) considers requests for reconsideration from OSAP applicants and makes recommendations to the Minister of Training, Colleges and Universities on their eligibility for financial aid from the Ontario Student Assistance Program.	23,160	N/A	7,291	N/A	9,724	N/A

Name	Description	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
Postsecondary Education Quality Assessment Board	The Postsecondary Education Quality Assessment Board makes recommendations to the Minister of Training, Colleges and Universities on applications for the Minister's consent to offer degree programs and/or use the term "university" from new and existing private Ontario degree-granting institutions, out-of-province institutions, Colleges of Applied Arts and Technology and all others not authorized to award degrees by an Ontario statute.	799,900	50,000	706,205	90,000	616,737	105,000
Provincial Advisory Committees (and Industry Committees) on Skilled Trades	Provincial Advisory Committees (PACs) and Industry Committees (ICs) provide advice to the Minister of Training, Colleges and Universities in matters relating to the establishment and operation of apprentice training programs and trade qualifications. The advice of industry experts through PACs and ICs supports the ministry's vision and the Employment Ontario promise to provide effective, relevant skills training when and where they are needed. The PAC and IC expenses are covered through the ministry's ODOE budget. Effective April 1, 2011, the responsibility for PACs and ICs will be transferred to the College of Trades.	150,000 for ODOE within Service Delivery Branch of MTCU to support the continuation of PAC-IC committee activities by the College of Trades for a period of 6 months starting April 1, 2011	N/A	193,156	N/A	275,058	N/A

Name	Description	2011-12 Expenditure Estimates	2011-12 Revenue Estimates	2010-11 Expenditure Interim Actuals	2010-11 Revenue Interim Actuals	2009-10 Expenditure Actuals	2009-10 Revenue Actuals
Selection Board (Ontario Graduate Scholarship Program)	The Selection Board (Ontario Graduate Scholarship Program) provides advice and recommendations to the Minister of Training, Colleges and Universities concerning the policies and administration of the Ontario Graduate Scholarship program and selects successful candidates for funding under the program.	9,000	N/A	5,349	N/A	5,417	N/A
Training Completion Assurance Fund (TCAF)	The Training Completion Assurance Fund (TCAF) Advisory Board, established in 2006, provides advice to the Superintendent of Private Career Colleges (PCC) on the administration of TCAF, including financial administration of the fund; criteria for assessing financial viability of private career colleges; general guidelines for responding to PCC closures; and responses to specific PCC closures. *TCAF is a Special Purpose Account (SPA), authorized by the Ministry of Finance within the Consolidated Revenue Fund (liability account) and represents money received or collected by Ontario for a special purpose. TCAF funding and expenditures are not part of the ministry's allocation and expenditure reporting.	N/A	N/A	N/A	N/A	N/A	N/A

Ministry Financial Information

Ministry Planned Expenditures 2011-12 ($M)	
Operating	**6,749.96**
Capital	**385.71**
TOTAL	**7,135.67**

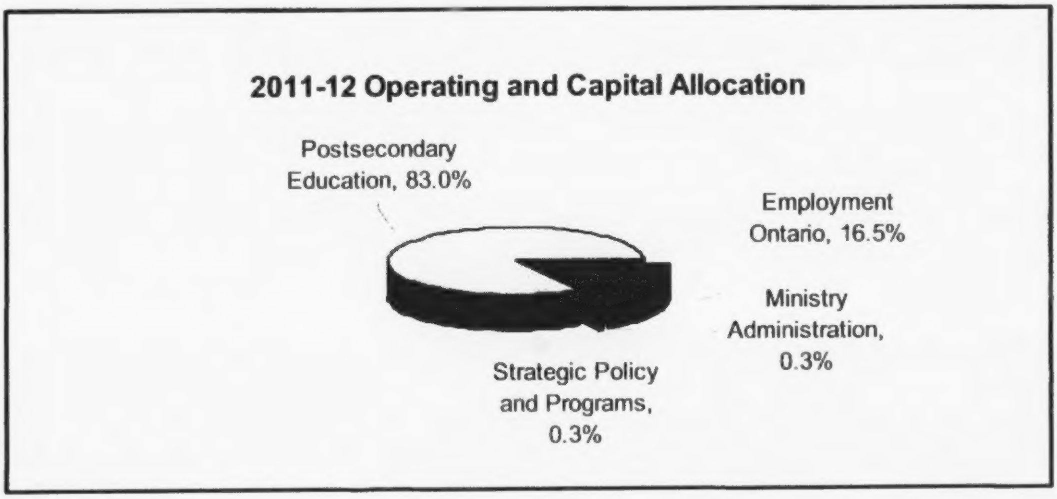
Note: Total amount includes statutory appropriations and consolidations. Operating and Capital Assets are not included.

Operating and Capital Summary by Vote

Votes/Programs	Estimates 2011-12	Change from Estimates 2010-11		Estimates 2010-11*	Interim Actuals 2010-11*	Actuals 2009-10*
	$	$	%	$	$	$
OPERATING AND CAPITAL EXPENSES						
Ministry Administration	18,170,400	215,000	1.2%	17,955,400	18,572,700	16,436,361
Postsecondary Education	5,965,680,400	(940,801,900)	-13.6%	6,906,482,300	6,730,664,700	5,829,558,572
Employment Ontario	1,184,983,100	(465,287,000)	-28.2%	1,650,270,100	1,416,759,700	1,546,968,182
Strategic Policy and Programs	22,427,400	3,857,500	20.8%	18,569,900	17,689,100	16,670,561
Less: Special Warrants	-	-		-	-	-
Total Operating and Capital Expense to be Voted	**7,191,261,300**	**(1,402,016,400)**	**-16.3%**	**8,593,277,700**	**8,183,686,200**	**7,409,633,676**
Special Warrants	-	-		-	-	-
Statutory Appropriations	30,841,014	2,671,000	9.5%	28,170,014	30,920,214	39,040,578
Ministry Total Operating and Capital Expense	7,222,102,314	(1,399,345,400)	-16.2%	8,621,447,714	8,214,606,414	7,448,674,254
Consolidation and Other Adjustments	(86,430,000)	430,163,300	-83.3%	(516,593,300)	(572,302,900)	(410,925,733)
Total including Consolidation and Other Adjustments	**7,135,672,314**	**(969,182,100)**	**-12.0%**	**8,104,854,414**	**7,642,303,514**	**7,037,748,521**
OPERATING AND CAPITAL ASSETS						
Postsecondary Education	56,301,000	(2,500,000)	-4.3%	58,801,000	-	59,499,108
Employment Ontario	13,150,000	(15,785,000)	-54.6%	28,935,000	-	17,142,039
Less: Special Warrants	-	-		-	-	-
Total Operating and Capital Assets to be Voted	**69,451,000**	**(18,285,000)**	**-20.8%**	**87,736,000**	**-**	**76,641,147**
Special Warrants	-	-		-	-	-
Statutory Appropriations	-	-		-	-	-
Total Assets	69,451,000	(18,285,000)	-20.8%	87,736,000	-	76,641,147

*Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Note: Commencing in 2009-10, the Province's minor Tangible Capital Assets (mTCA) are capitalized on a prospective basis. Direct comparison between the 2011-12, 2010-11, 2009-10, and 2008-09 may not be meaningful.


2011-12 Operating and Capital Allocation
Postsecondary Education, 83.0%
Employment Ontario, 16.5%
Ministry Administration, 0.3%
Strategic Policy and Programs, 0.3%

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

The Ministry of Training, Colleges and Universities supports the government's commitment to strengthen the knowledge and skills of Ontario's labour force so that the province will remain competitive in the global knowledge-based economy.

In the past year, the ministry contributed to this commitment through two key initiatives: Open Ontario and Employment Ontario.

Key Initiatives and Results

Our goal is to have the most educated people and highly skilled workforce in the world in order to build the province's competitive advantage.

Turning Passions into Careers

An advertising campaign (Turn Your Passion into a Career through studies at college or university), that ran primarily in January and February, promoted postsecondary education and the generous financial support available to potential students in Ontario. The campaign included television, cinema, in-transit, online and print ads.

This fresh and original campaign drove students and their families to the new and simplified website that highlights how they can access affordable postsecondary education and training.

Employment and Training

Over the past two years the government has provided additional funding for Second Career, apprenticeship programs, literacy and basic skills training, summer jobs and northern initiatives.

Second Career

- A recent survey shows 74 percent of Second Career students found jobs within an average of less than one year after graduation.
- Since June 2008, Second Career has helped more than 42,000 Ontarians participate in training.

Employment Ontario

- Employment Ontario has created a new one-stop service where people can find a full range of employment and training programs to help them find and keep a job.
- The new Employment Service was launched on August 1, 2010. The program is being delivered through a network of 171 service providers with 435 service delivery sites across Ontario.

- In the 2010 Ontario Budget, the government announced an additional $39 million in 2010-11 in its Summer Jobs programs, including targeted resources for youth in high-needs neighbourhoods. The programs supported more than 110,000 jobs and services for students in the summer of 2010.
- Employment Ontario currently provides employment and training services to over one million Ontarians each year.

Literacy and Basic Skills

- More than $113 million was invested in the Literacy and Basic Skills program in 2009-10.
- This investment provides programs through more than 200 agencies at almost 340 sites across the province, including colleges, school boards and community-based organizations.

Apprenticeship and Skilled Trades Training

- In Ontario, there are more than 120,000 apprentices learning a trade today - which is nearly 60,000 more than in 2002-03.
- New annual apprenticeship registrations have grown from 17,100 in 2002-03 to more than 28,000 in 2009-10.
- As of the end of December 2010, 20,485 apprentices have been registered for 2010-11. This is on track to meet the 28,000 target for 2010-11, which is based on registration trends from previous years.

Postsecondary Education

Greater Access and Affordability

Postsecondary education is affordable and accessible to every qualified Ontarian, thanks to progress made over the last eight years.

More Ontarians Participating

More Ontarians than ever before are getting the opportunity to pursue a college or university education or apprenticeship training.

- 200,000 more students are attending colleges, universities and learning a trade since 2002-03.
- More than 40 per cent of 18 to 24 year olds are attending college or university today - up from 35 per cent in 2002-03.
- The number of graduate students at Ontario universities has increased by 57 per cent since 2002-03.

Better Financial Support for Students

The government is making sure Ontario students have financial support to pursue a college or university education. Through the Student Access Guarantee, the government works with institutions to see that students are not prevented from going to college or university because of a lack of financial assistance.

- About 210,000 students benefited in 2010-11 from improvements made to the Ontario Student Assistance Program (OSAP).
- About one third of university or college OSAP recipients or 86,000 students received additional assistance from their institution this year to supplement their OSAP aid under the Student Access Guarantee.
- OSAP applications were available on February 1, 2011, several months ahead of the May release of previous years. Providing applications earlier in the year will allow students to begin planning earlier and give them more time to collect the required information to submit with their applications.
- Students attending a college or university program part-time may now apply online, making the process faster and easier. Submitting the on-line form will automatically put forward their application for any OSAP aid program available for qualified part-time students, including a new $500 grant.
- The new interactive app — a first for the Ontario Government — will allow busy students to get up-to-date information and check their loan status on their smart phone. Students who have applied for OSAP will now know when and how much they can expect to receive from OSAP anywhere, anytime.
- More students are now able to pay back their OSAP loans. The Ontario Student Loan default rate declined to eight per cent in 2009 — the lowest rate since the province began measuring the default rate in 1997, when it was 23.5 per cent.
- One in four of all full-time students in Ontario, or about 143,000 students, received a grant for postsecondary education in 2009-10.
- Starting in 2010-11, the government is indexing the book, supply and equipment allowance to inflation annually to ensure that it reflects the real costs faced by students and their families.
- Students will be able to keep more of the income they earn while in school without it affecting their OSAP funding.
- The Ontario portion of all OSAP loans is now interest free and payment free for the first six months after graduation for all graduates. The government will pay the interest charges during the first six months after graduation, in addition to the current six months of no payments.
- Graduates experiencing financial difficulty are helped to repay their student loans within 15 years (or 10 years for borrowers with permanent disabilities). The graduate makes an affordable payment, based on income and family size,

and the amount of the affordable payment never exceeds 20 per cent of family income.

The Ontario Student Opportunity Grant caps annual student debt to $7,300 for a two-term academic year.

- The government is awarding an additional 1,000 students an Ontario Graduate Scholarship starting in 2011-12. This increases the number of Ontario graduate students receiving the award from 2,000 to 3,000.
- Students have access to more financial support for their education. The government is boosting weekly loan maximums to $150 per week for single students. The weekly loan limit for married students and students with children is increasing to $350 per week.
- To help married students, the government is reducing the share of income that students' spouses are required to contribute to their partners' education by 10 per cent. For married students and students with dependent children, the government will also double the OSAP vehicle exemption so that vehicles worth up to $10,000 will not affect the student's OSAP assessment.

Supporting Aboriginal Students

The government is committed to providing accessible, high-quality education for all Aboriginal learners.

- In 2010-11 and 2011-12, Ontario is providing more than $26 million per year for Aboriginal postsecondary education. The funding supports:
  - The Aboriginal Student Bursary, which provides financial assistance to Aboriginal learners through Financial Aid Offices in postsecondary institutions;
  - College and university programming and support services for Aboriginal learners;
  - Funding for Aboriginal postsecondary education institutions to offset the cost of delivering provincially recognized programs and support services for Aboriginal learners; and
  - Targeted initiatives for Aboriginal learners and Aboriginal organizations.
- In March 2011, the government launched the Aboriginal Postsecondary Education and Training Policy Framework at the first-ever Aboriginal Postsecondary Education Gathering. The framework is the government's plan for delivering high-quality postsecondary education and training to First Nation, Métis and Inuit learners in Ontario.

Supporting French-Language Postsecondary Education

In 2010-11, the ministry increased French-language funding to about $84 million for French-language postsecondary education. The funding supports:

- An estimated 20,000 francophone students to attend French-language colleges and bilingual universities, an 11 per cent increase from 2003-04 levels.
- The development of a French-Language Policy Framework for Postsecondary Education and Training that will increase the quality of and the access to French-language postsecondary education and training.
- Improved access to the French-language postsecondary education programs and services including the development of French-language learning resources and the provision of student support services.

Increasing access and opportunities for Ontario's underrepresented groups:

- Ontario established seven new Crown Wards Championship Teams to help at-risk youth graduate from high school and pursue postsecondary education, training, and employment. This brings the total to 21 Championship Teams, providing support to all youth with Crown Ward status across Ontario.
- The government is investing $22.8 million over two years to help more than 22,880 first generation students succeed in college and university. The funding supports 39 projects at colleges and universities across Ontario.
- In 2011-12, Ontario will begin exempting the full value of Extended Care and Maintenance (ECM) income from the OSAP assessment of need. Former Crown wards leaving the care of a Children's Aid Society at the age of eighteen may receive ECM funding for up to three years.

A Rewarding Student Experience

Ontario postsecondary students are satisfied with the quality of their learning experiences at college and university.

- Seventy-nine per cent of university undergraduates rate their educational experience as good to excellent.
- Seventy-eight per cent of undergraduates agree that, given the option to start again, they would choose the same university they are now attending.
- Seventy-six per cent of college students are satisfied with their experience at a public college.
- Seventy-nine per cent of college students are satisfied with the overall quality of their learning experiences in their given program of study.

Higher Graduation Rates

More access to postsecondary opportunities and improvements to students' learning experiences have led to higher rates of student success at colleges and universities.

- Seventy-nine per cent of undergraduate students now graduate from university — up from 73 per cent in 2002-03.

- Sixty-four per cent of students now graduate from college — up from 57 per cent in 2002-03.

Graduates Are Getting Good Jobs Quickly

Students are getting the high-quality education they need to get good jobs and help Ontario compete in the knowledge economy — now and in the future.

- In 2006, 94 per cent of 2005-06 university graduates were employed within six months of graduation.
- In 2008, 96 per cent of 2005-06 university graduates were employed within two years of graduation and 85 per cent were employed in careers related to their program of study.
- In 2010, almost 83 per cent of 2009-10 graduates from public colleges were employed within six months of graduation.

Educating Tomorrow's Doctors and Nurses

Increased support for medical programs is helping Ontario educate more doctors and nurses.

- More students in Ontario can attend medical school — 260 new first year medical school spaces will be created by 2011-12, an almost 38 per cent increase since 2002-03.
- Three new medical education campuses — in Kitchener-Waterloo, St. Catharines and Windsor — are already operating. A fourth new campus is scheduled to open in Mississauga in 2011.
- The number of first-year full-time degree nursing students increased by 28.4 per cent between 2005 and 2009.

Ministry Interim Actual Expenditures ($M) 2010-11	
Operating	**6,826.54**
Capital	**815.76**
Staff Strength* (as of March 31, 2011)	**1,225**

Note: Interim Actuals reflect the numbers presented in the 2011 Ontario Budget.

*Staff Strength number excludes seasonal staff, students and employees on leave.

Transportation

Ontario

Published Results-based Plan 2011-12

Ministry of Transportation

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MINISTRY OVERVIEW

Transportation is a cornerstone of Ontario's prosperity and high quality of life. Much of what we value – our jobs, our leisure time, access to health care and education depends upon the quality and accessibility of our transportation system.

Every Ontarian is touched in some way by transportation. The economy and our quality of life depend on moving people and goods efficiently across the province and across our borders. Our families rely on the safety and efficiency of the transportation network.

The Ministry of Transportation (MTO) strives to be a world leader in moving people and goods safely, efficiently and sustainably to support a globally-competitive economy and a high quality of life. In fulfilling this vision, the ministry supports the key Ontario government priorities of a Stronger Ontario, a Greener Ontario and a Better Ontario for Families.

MTO focuses its efforts on five key priorities:

Increase transit ridership by working with our partners to make transit an attractive, affordable alternative to the automobile. In doing so, we are expanding services, promoting integration and reducing congestion.

Promote a multimodal transportation network to support the efficient movement of people and goods by working with our partners, including the federal government, to optimize the use of all modes of transportation while addressing the province's economic and climate change objectives.

Promote road safety in order to remain among the safest jurisdictions in North America.

Improve Ontario's highway, bridge and border infrastructure through strategic investments in highways, bridges, borders and local transportation throughout the province.

Integrate sustainability into the Ministry's decision-making, programs, policies and operations by implementing the Ministry's sustainability strategy and continuing to build awareness about sustainability at MTO.

Ministry Activities

Policy and Planning activities promote a safe, efficient and sustainable multimodal transportation system that supports strong communities, an enhanced quality of life and a prosperous economy. The Policy and Planning Division conducts the long-term planning necessary to ease traffic congestion in urban areas, and facilitate the movement of people and goods along our highways and across our borders. This Division is also responsible for the management of transit policy and programs, major transit infrastructure investments and the Ministry's relationship with the province's transit agency, Metrolinx. Some initiatives are:

- Working with Metrolinx to implement the Regional Transportation Plan (RTP).
- Improving GO Transit service and facilities by adding additional infrastructure and equipment and diligently addressing customer service expectations.
- Investing in municipal transit by providing provincial Gas Tax revenues to 93 transit systems in 119 communities.
- Constructing an air-rail link connecting Union Station to Pearson International Airport.
- Supporting rapid transit projects in Ottawa and Waterloo Regions, as well as the replacement streetcar procurement in Toronto.
- Developing infrastructure, policy and regulatory recommendations to enhance the competitiveness of the Ontario-Quebec Continental Gateway and Trade Corridor, and working with the federal government and Quebec to finalize a gateway strategy.
- Supporting the revitalization of Union Station, a project in partnership with the City of Toronto and the federal government.
- Leading a vehicle weights and dimension (VW&D) review to ensure all new tractor trailer combinations are built to rigorous safe, productive, infrastructure friendly standards, which are setting manufacture standards across the country.
- Developing a strategic knowledge-based publication - the Pocket Guide to Transportation - and conducting annual environmental scans of transportation-related issues.
- Implementing projects involving economic and socio-demographic analyses, enabling an exploration of links between transportation and the economy.
- Participating in joint studies and pursuing innovative technologies related to transportation needs, travel time and delays on key transportation corridors and border crossings.
- Integrating sustainability into the Ministry's decision-making, programs, policies and operations by implementing a sustainability strategy and continuing to build awareness.

Road User Safety plays a central role in ensuring Ontario retains its distinction as one of the safest road jurisdictions in all of North America. The Road User Safety Division works with many partners to improve mobility and road safety by monitoring, promoting and regulating responsible driving behaviour and enforcing laws regarding commercial vehicles. Some initiatives are:

- Contributing to national road safety goals by actively working with other jurisdictions.
- Enhancing road user and vehicle safety through legislative and regulatory amendments in consultation with key stakeholders and other partners.
- Responding to coroners' inquests and recommendations.
- Promoting awareness and compliance with the new mandatory speed limiter requirements for all large trucks operating in the province.
- Modernizing the annual and semi-annual inspection requirements to reflect the National Safety Code requirements.
- Leading a national study on the issues surrounding electronic on-board recorder.
- Developing an education and evaluation program for new truck and bus companies in Ontario.
- Supporting the province's road safety agenda through the implementation of social marketing strategies and public education campaigns.
- Working with stakeholder organizations and community partners to raise public awareness of road safety issues and promote safe driving.

Provincial Highways Management supports the Ministry's commitment to providing a safe, efficient, reliable transportation system by overseeing the operation, maintenance, engineering, construction and program administration functions for the provincial highway network. The Provincial Highways Management Division oversees year-round highway maintenance and protects public investment in highway infrastructure. The Division also provides airport services in 29 remote northern communities and ferry programs and services in communities such as Pelee Island. Initiatives include:

- The start of full construction on the Windsor–Essex Parkway in the summer of 2011.
- Extending Highway 407 East from Brock Road in Pickering to Highway 35/115.
- Ongoing improvements to Highway 417 in Ottawa including additional lanes and bridge improvements between Highway 416 and Anderson Road.
- Completion in 2011 of the six-laning work on the Queen Elizabeth Way (QEW) through St. Catharines, a major economic trade route. This project addresses capacity, safety and operations for the high volumes of local, tourist and border traffic.
- Continuing expansion of Highway 11/17 to four lanes between Thunder Bay and Nipigon that began in 2010. Widening the highway will result in improved traffic flow and enhanced safety on the highway.
- Continuing work on the redevelopment of highway service centres on Highways 400 and 401. Eight new centres along Highway 401 were opened in 2010/11. Seven more sites are planned to be fully operational in 2011 and the rest will open in phases by January 2013.
- The Ministry continues to manage its highway maintenance contracts with private sector service providers and pursue innovative changes to contracts to ensure efficient and effective service delivery that adheres to standards, maximizes value for money and supports safe driving conditions.
- The Ministry continues to deploy winter maintenance technologies such as Road and Weather Information Systems (RWIS), anti-icing technologies and other innovative approaches to allow continued safe highway conditions and better management of salt and other materials.
- The Ministry continues to investigate quiet pavement technology to reduce noise generated by traffic and road surface interaction.

Ministry Administration performed by the Corporate Services Division provides service and support to the operating Divisions of the Ministry. Corporate Service activities include the provision of high quality, cost-effective business support, advice and services that are responsive both to the needs of the Ministry in delivering its priority transportation initiatives and central agencies of government. Some key initiatives are:

- Enhancing controllership, employee engagement, and diversity across the Ministry and promoting the Ontario Public Service values of Trust, Fairness, Diversity, Excellence, Creativity, Collaboration and Efficiency.
- Providing safe, economical and environmentally friendly vehicle fleet services to all Ontario Public Service clients, allowing them to perform their ministry's core business.
- Leading costing and pricing of new initiatives proposed by ministry programs, as well as monitoring/advising on the Ministry's compliance regarding non-tax revenue fees.
- Leading the development of a strategic framework for diversity and the Accessibility for Ontarians with Disabilities Act (AODA).
- Coordinating requests for access to Ministry of Transportation information under the Freedom of Information and Protection of Privacy Act; providing effective customer service while promoting a culture of openness and transparency.
- Providing leadership for the development of policies and measures to enhance the protection of the Ministry's personal information holdings.
- Developing a ministry province-wide strategic plan for nuclear emergencies by updating the specific Joint Traffic Control Plans for the various nuclear facilities across Ontario.
- Planning and executing an Emergency Preparedness Week Program that engages third-party stakeholders and the public to help to promote and educate the public on safety and emergency preparedness relative to transportation.
- Providing human resource support, including the development of human resources strategies.
- Identifying and implementing strategies to manage government-wide direct operating expense savings and other expenditure management exercises.

Information Technology activities involve maximizing benefits to Ontario Public Service (OPS) business clients while providing support to the corporate Information & Information Technology (I&IT) strategies and objectives. The Ministry's Labour and Transportation Cluster has ongoing responsibility for this work. Some initiatives are:

- Delivering business value and enabling public policy delivery through the on-time, on-budget implementation of technology projects that solve business problems, enhance program delivery, enable new business opportunities and improve customer service.
- Improving the quality of Information Technology services through establishing and consistently meeting (or exceeding) service levels, ensuring an integrated service delivery chain, improving communications and simplifying and streamlining processes.
- Reducing the technology footprint and complexity of the technology environment through standardization and a shift to component-based delivery. The underlying goal is to build pattern-based solutions with reusable assets using repeatable processes.
- Enhancing the portfolio management services provided to our client ministries. Specifically, engaging in the policy discussions so that enablement solutions can be identified early in the process.
- Elevating business services functions from branches to the cluster level, consolidating them and shifting their focus from an oversight role to include the facilitation of business services for the cluster.
- Lowering the risk profile of our client ministries' application portfolios by delivering on the modernization efforts on Road User Safety Modernization Project, Highway Infrastructure Business Solutions Project, Employment Standards, Dispute Resolution Services and Labour Relations Board Renewal.

HIGHLIGHTS OF ACHIEVEMENTS

Increasing transit ridership

- Continued to improve GO Transit service and reliability, including new and expanded services and parking expansion projects throughout the Greater Toronto Area. On time performance of the GO Transit system continued to improve, achieving an overall rail on-time rate of 94.3% and overall bus at 98.9% over the last 12 months. GO system ridership grew approximately 4% to more than 57 million riders.
- Delivered the Ontario Gas Tax Program, allowing municipalities to introduce service improvements, such as additional buses, expanded routes, expanded hours and improved security infrastructure.
- Introduced the PRESTO electronic fare system that will allow passengers to travel seamlessly across the Greater Toronto Area (GTA) and throughout Ottawa.
- Announced that Metrolinx will deliver the Union-Pearson Air Rail Link, an express rail service linking downtown Toronto to Pearson International Airport.
- Announced that the Province and Metrolinx had reached an agreement with City of Toronto to build new transit infrastructure in Toronto. Metrolinx is responsible for delivering Light rail transit (LRT) along the Scarborough RT line and largely tunnelled along Eglinton Avenue (Eglinton-Scarborough Crosstown LRT).
- Supporting the implementation of rapid transit projects in the City of Ottawa and Region of Waterloo.
- Partnered with Ministry of Community and Social Services to deliver Accessibility for Ontarians with Disabilities Act Legislation to develop transportation standards and regulations to ensure accessibility by 2025.

Promoting a multimodal transportation network to support the efficient movement of people and goods

- Led and participated in several research initiatives to support the ongoing development of the Ontario-Quebec Continental Gateway and Trade Corridor strategy with Quebec and Transport Canada.
- Completed all four phases of the Vehicle Weights and Dimensions Reform Project. As a result, all new tractor-trailer combinations must now be built to rigorous Safe, Productive, Infrastructure-Friendly (SPIF) standards.
- Successfully launched the Long Combination Vehicle (LCV) program after a highly successful pilot project that demonstrated the environmental and economic benefits of allowing LCVs in the province under the strictest safety requirements in the country.
- Opened 16 kilometres of new High-Occupancy Vehicle (HOV) lanes on the QEW between Trafalgar Road in Oakville and Guelph Line in Burlington — the longest stretch in the Greater Toronto Area.

Promoting road safety

- Supported passage of the *Countering Distracted Driving and Promoting Green Transportation Act* (Bill 118). One of the most stringent pieces of distracted driving legislation in North America, this made it illegal to talk, type, dial, or send e-mail or text messages while driving.
- Supported passage of *The Road Safety Act, 2009* (Bill 126). This enacted tougher drinking and driving countermeasures, especially for younger drivers, including new sanctions on those who drive while suspended, and increased fines for serious traffic offences such as careless driving.
- Increased penalties for drivers caught with a blood alcohol concentration of 0.05 to 0.08 (the "warn range") so that they face longer driver's licence suspensions and additional sanctions.
- Maintained a mandatory medical reporting program that remains one of the most stringent in North America. 200,000 medical reports are processed annually.
- Worked with over 150 community groups across the province to raise awareness of distracted driving through local initiatives.
- Annually conduct over 8,600 senior driver Group Education Sessions, 15,000 demerit point interviews and 100,000 truck inspections.
- Continued to implement iDRIVE, an innovative youth road safety program to raise awareness among young drivers about the risks and consequences of bad driving habits. Invested over $4 million in firms developing technology to control drinking and driving activities.

Improving Ontario's highway, bridge and border infrastructure

- Invested over $2.7 billion in 2010-11 on design, engineering, property, construction and rehabilitation to repair and expand highways, roads and bridges across Ontario. This includes over $1.7 billion for highway and bridge construction and rehabilitation in 2010-11.
- In partnership with Infrastructure Ontario, undertook an initiative to review and upgrade the 20 existing highway service centres, generating about 2,500 jobs. Once completed, each service centre will employ approximately 100 to 150 people.
- Achieved financial close on the $1.4 B Windsor Essex Parkway, the largest single highway infrastructure project in Ontario's history. The Parkway will separate local and international traffic and ensure the efficient movement of people and goods through the Windsor–Detroit gateway.
- To date, three rapid bridge replacements have been completed on provincial freeways – one on Highway 403 in Hamilton and two on Highway 417 in Ottawa (at Island Park and Clyde Avenue).

Integrating sustainability

- Undertook a study to produce guidelines on increasing transit ridership and planning transit supportive land use to support the implementation of the Greater Golden Horseshoe Growth Plan.
- Developed an Environmental Management System (EMS) to guide MTO planning, design, construction and operation of Provincial Transportation Facilities.
- Developed, initiated and coordinated various Environmental Assessment processes and studies for public transit and infrastructure projects and transportation facilities.
- Developed a Sustainability Strategy to integrate sustainability into the Ministry's decision-making, programs, policies and internal business practices.
- Developed and implemented amendments to the Public Vehicles Act (PVA) to promote carpooling and ride sharing in support of the government's green agenda.
- Invested in hybrid and plug-in electric fleet vehicles (as of March 31, 2011, there are more than one thousand hybrid vehicles in the Ontario Public Service Fleet) and the ongoing management of an Electric Vehicle Incentive Program, providing Ontarians with incentives to adopt environmentally friendly plug-in electric vehicles.
- Provided "Green" vehicle license plates that allow drivers to use High-Occupancy Vehicle (carpool) lanes and access public charging facilities and parking at Ontario government and GO Transit lots.
- Updated the Ministry's bicycle policy in order to better reflect current government priorities in supporting active modes of transportation.
- Constructed the first pervious pavement commuter parking lot in Ontario (Highway 401 at Guelph Line). Pervious concrete reduces runoff, promotes groundwater recharge and is considered a stormwater management best practice.
- Completed a cycling survey across the Greater Golden Horseshoe to advance MTO planning and forecasting expertise.
- MTO is a recognized leader in North America in recycling asphalt pavements, re-using existing materials, conserving large quantities of non-renewable aggregate resources, significantly reducing energy requirements, and avoiding costly disposal costs.
- MTO has retrofitted the 547 ministry owned traffic signals to LED lamps, reducing energy consumption by 80% (enough to power 5,700 – 200 watt light bulbs for one year).

MTO Vision

To be a world leader in moving people and goods safely, efficiently and sustainably, to support a globally-competitive economy and a high quality of life.

MTO Priorities and Strategies

Increase transit ridership	**Promote a multimodal transportation network**	**Promote road safety to remain among the safest jurisdictions in North America**	**Improve Ontario's highway, bridge and border infrastructure**	**Integrate the principle of sustainability**
Work with our partners to improve public transit by expanding services, promoting integration and reducing congestion.	Work with our partners, including the federal government, to optimize the use of all modes of transportation while addressing the province's economic and climate change objectives.	Improve safety for all road users through education, legislation, regulation and designing highways to be as safe and efficient as possible.	Improve transportation infrastructure through strategic investments in highways, bridges and borders as well as local transportation throughout Ontario.	Implement the ministry's sustainability strategy and continue to build awareness.

Initiatives

Increase transit ridership	**Promote a multimodal transportation network**	**Promote road safety to remain among the safest jurisdictions in North America**	**Improve Ontario's highway, bridge and border infrastructure**	**Integrate the principle of sustainability**
• Regional Transportation Plan • PRESTO fare card • Provincial Gas Tax Program	• Union Station revitalization and new train shed roof • Continental Gateway Strategy • Air Rail Link	• Graduated driver license improvements • Rigorous standards for commercial carriers	• The Windsor-Essex Parkway • Highway Service Centre improvements • 407E Extension	• Hybrid and electric fleet vehicles • Green vehicle license plates • Renewable energy at some remote airports

Measuring Performance

Tracking progress on our priorities to ensure that goals are met.

Municipal transit ridership in large urban centres is growing

Municipal transit systems serving Ontario's 15 largest urban centres carried 705 million passengers in 2009 on conventional and specialized services. Ridership is expected to increase from 785 million trips in 2011 to 833 million trips by 2013.

Figure 1 Municipal transit ridership in large urban centres

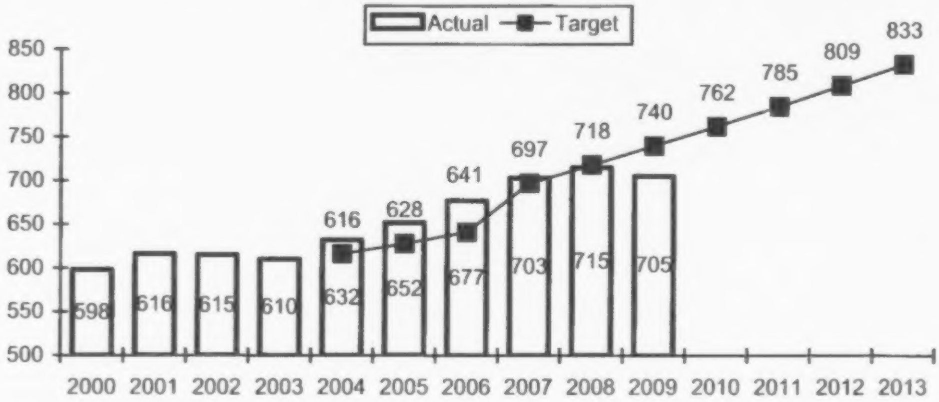


Table 1 Municipal Transit Ridership in Large Urban Centres

Years	Actual (millions)	Target (millions)
2000	598	
2001	616	
2002	615	
2003	610	
2004	632	616
2005	652	628
2006	677	641
2007	703	697
2008	715	718
2009	705	740
2010		762
2011		785
2012		809
2013		833

Related link: **Public Transit Systems in Ontario**
http://www.mto.gov.on.ca/english/traveller/transit.shtml

GO Transit Ridership

Metrolinx's GO Transit trains and buses carried 55.6 million passengers in 2009-10. Ridership is expected to increase from 56 million passengers in 2011-12 to 59.4 million by 2013-14.

Figure 2 GO Transit Ridership

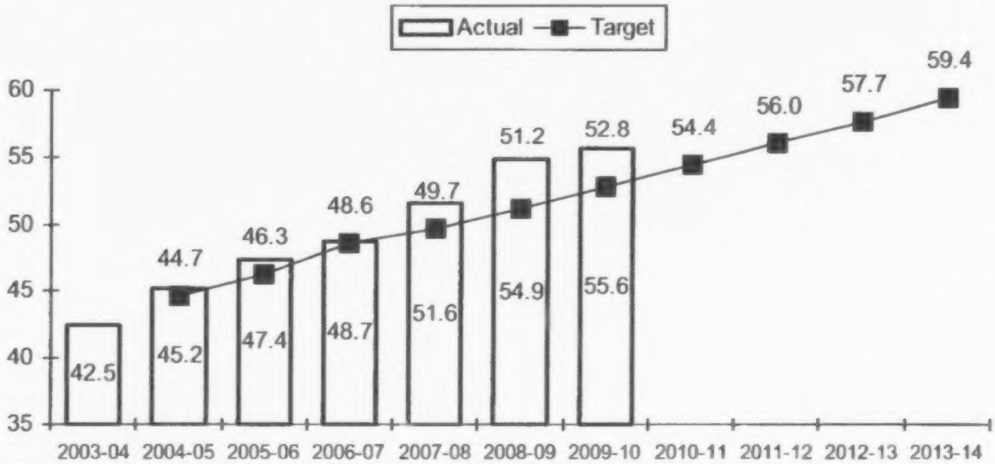


Table 2 GO Transit Ridership

Years	Actual (millions)	Target (millions)
2003-04	42.5	
2004-05	45.2	44.7
2005-06	47.4	46.3
2006-07	48.7	48.6
2007-08	51.6	49.7
2008-09	54.9	51.2
2009-10	55.6	52.8
2010-11		54.4
2011-12		56.0
2012-13		57.7
2013-14		59.4

Related link: **GO Transit**
http://www.gotransit.com/publicroot/en/default.aspx

Border and Trade Corridor Infrastructure Improvements

Ontario trade with the continental US amounted to $237.1 billion in 2009, of which nearly $179.5 billion (approximately 76 per cent) was moved by truck. In 2009, approximately 34.7 million vehicles, including more than 6.1 million trucks, used Ontario's international border crossings. Ontario, in partnership with the federal government, is continuing to invest in infrastructure improvements to improve highway trade corridors and reduce congestion and expand capacity for border access at Windsor, Sarnia, Niagara and Sault St. Marie. The Ministry will also continue to work with the federal government and Quebec on developing the Ontario-Quebec Continental Gateway and Trade Corridor Initiative.

Related link: **Detroit River International Crossing Project**
http://www.partnershipborderstudy.com/

Fatalities per 10,000 drivers

Ontario was ranked the safest jurisdiction in both Canada and North America in terms of motor vehicle collision fatalities in 2008 (latest data available), reporting a rate of 0.70 fatalities per 10,000 licensed drivers. Fatalities have fallen steadily for over a decade due to public education campaigns, road safety improvement programs and strict enforcement. Fatality rates are expected to remain under the target rates for the period 2009-2013.

Figure 3 Fatalities per 10,000 Licensed Drivers.

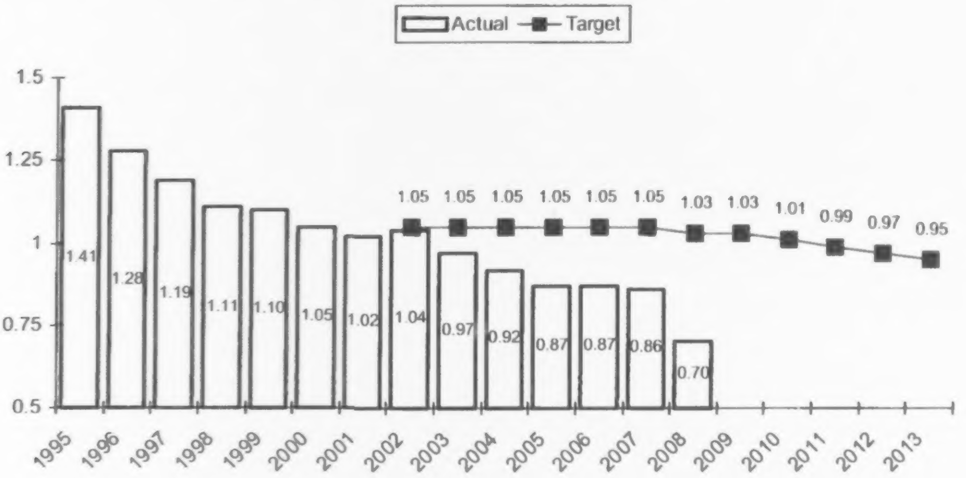
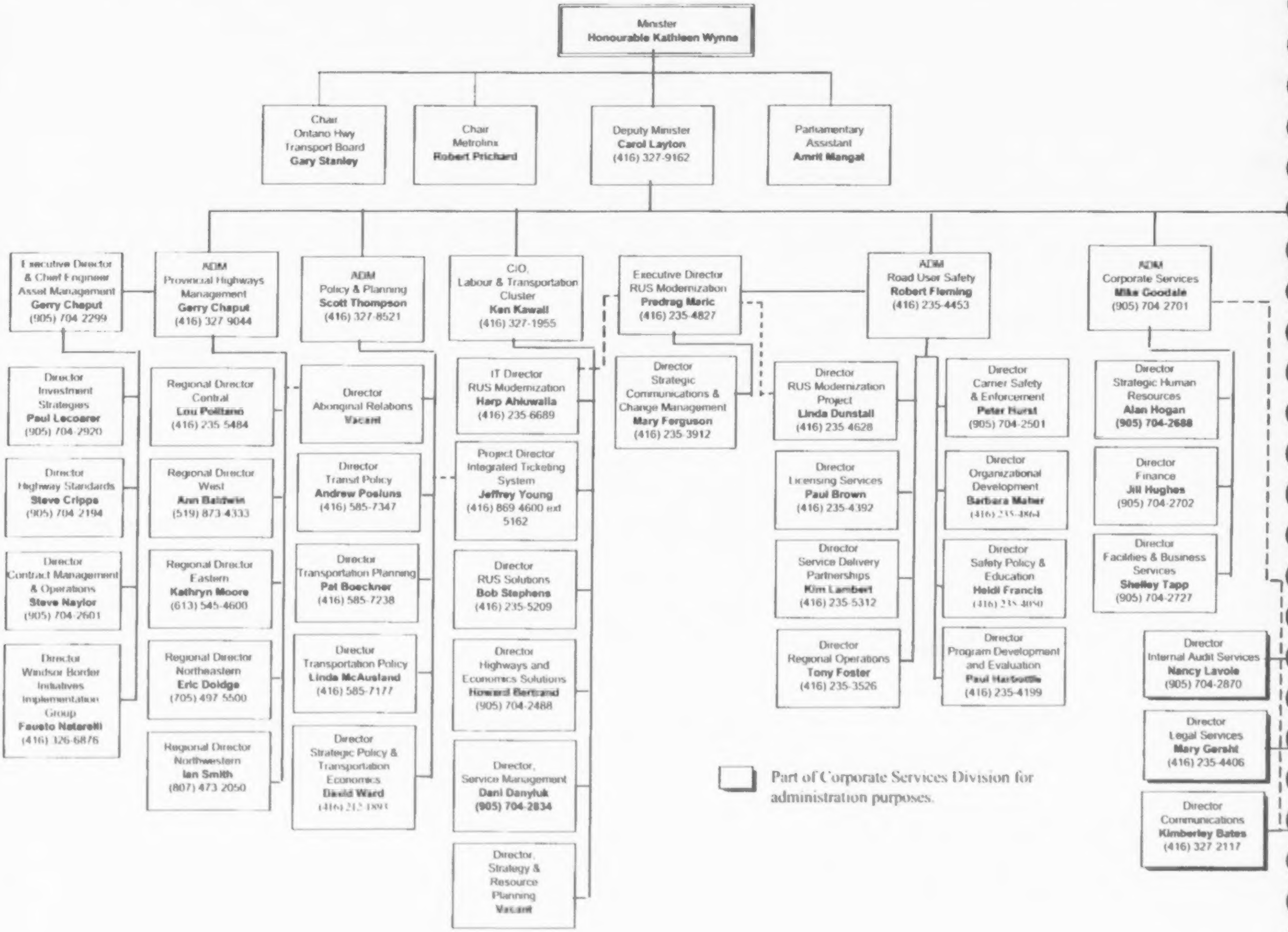


Table 3 Fatalities per 10,000 Licensed Drivers

Years	Actual	Target
1995	1.41	
1996	1.28	
1997	1.19	
1998	1.11	
1999	1.10	
2000	1.05	
2001	1.02	
2002	1.04	1.05
2003	0.97	1.05
2004	0.92	1.05
2005	0.87	1.05
2006	0.87	1.05
2007	0.86	1.05
2008	0.70	1.03
2009		1.03
2010		1.01
2011		0.99
2012		0.97
2013		0.95

Related link: **Ontario Road Safety Annual Reports**
http://www.mto.gov.on.ca/english/safety/orsar/index.shtml

Ministry of Transportation
Organization Chart
May 2011


Minister Honourable Kathleen Wynne
Chair Ontario Hwy Transport Board Gary Stanley
Chair Metrolinx Robert Prichard
Deputy Minister Carol Layton (416) 327-9162
Parliamentary Assistant Amrit Mangat
Executive Director & Chief Engineer Asset Management Gerry Chaput (905) 704 2299
ADM Provincial Highways Management Gerry Chaput (416) 327 9044
ADM Policy & Planning Scott Thompson (416) 327-8521
CIO, Labour & Transportation Cluster Ken Kawall (416) 327-1955
Executive Director RUS Modernization Predrag Maric (416) 235-4827
ADM Road User Safety Robert Fleming (416) 235-4453
ADM Corporate Services Mike Goodale (905) 704 2701
Director Investment Strategies Paul Lecoarer (905) 704-2920
Director Highway Standards Steve Cripps (905) 704 2194
Director Contract Management & Operations Steve Naylor (905) 704-2601
Director Windsor Border Initiatives Implementation Group Fausto Natarelli (416) 326-6876
Regional Director Central Lou Politano (416) 235 5484
Regional Director West Ann Baldwin (519) 873-4333
Regional Director Eastern Kathryn Moore (613) 545-4600
Regional Director Northeastern Eric Doidge (705) 497 5500
Regional Director Northwestern Ian Smith (807) 473 2050
Director Aboriginal Relations Vacant
Director Transit Policy Andrew Posluns (416) 585-7347
Director Transportation Planning Pat Boeckner (416) 585-7238
Director Transportation Policy Linda McAusland (416) 585-7177
Director Strategic Policy & Transportation Economics David Ward (416) 212 1893
IT Director RUS Modernization Harp Ahluwalia (416) 235-6689
Project Director Integrated Ticketing System Jeffrey Young (416) 869 4600 ext 5162
Director RUS Solutions Bob Stephens (416) 235-5209
Director Highways and Economics Solutions Howard Bertrand (905) 704-2488
Director, Service Management Dani Danyluk (905) 704-2834
Director, Strategy & Resource Planning Vacant
Director Strategic Communications & Change Management Mary Ferguson (416) 235-3912
Director RUS Modernization Project Linda Dunstall (416) 235 4628
Director Licensing Services Paul Brown (416) 235-4392
Director Service Delivery Partnerships Kim Lambert (416) 235-5312
Director Regional Operations Tony Foster (416) 235-3526
Director Carrier Safety & Enforcement Peter Hurst (905) 704-2501
Director Organizational Development Barbara Maher (416) 235-4864
Director Safety Policy & Education Heidi Francis (416) 235-4050
Director Program Development and Evaluation Paul Harbottle (416) 235-4199
Director Strategic Human Resources Alan Hogan (905) 704-2688
Director Finance Jill Hughes (905) 704-2702
Director Facilities & Business Services Shelley Tapp (905) 704-2727
Director Internal Audit Services Nancy Lavoie (905) 704-2870
Director Legal Services Mary Gersht (416) 235-4406
Director Communications Kimberley Bates (416) 327 2117

Part of Corporate Services Division for administration purposes.

LEGISLATION ADMINISTERED BY MTO

Airports Act

The *Airports Act* empowers the Ministry to acquire, establish, extend, improve, construct, operate or maintain airports to serve one or more areas in Ontario.

Bridges Act

The *Bridges Act* pertains to the construction of bridges over rivers and streams that fall under the jurisdiction of the Province of Ontario.

Capital Investment Plan Act

The Capital Investment Plan Act is administered by the Ministry of Finance. Part III of the Act established the Ontario Transportation Capital Corporation (OTCC) and that agency's regulation of Highway 407.

Dangerous Goods Transportation Act

The *Dangerous Goods Transportation Act*, together with the federal *Transportation of Dangerous Goods Act*, promotes the safe transport of dangerous goods on Ontario's highways.

Highway 407 Act, 1998

The *Highway 407 Act* designates Hwy 407 as an open access private toll-highway.

Highway 407 East Completion Act, 2001

This *Highway 407 East Completion Act* pertains to the extension of Hwy 407 from its eastern limit, established under the Highway 407 Act, 1998, to Hwy 35/115.

Highway Memorials for Fallen Police Officers Act

The Legislative Assembly may, by resolution, name bridges and other structures on the King's Highway in memory of police officers who have died in the line of duty.

Highway Traffic Act

The *Highway Traffic Act* is the primary source of highway transportation-related legislation in Ontario.

Improving Customer Service for Road Users Act

The *Improving Customer Service for Road Users Act* permits MTO to delegate responsibility for delivering any or all services relating to a "road user program" (undefined).

Local Roads Boards Act

The *Local Roads Boards Act* provides for the creation of boards to manage local roads within territories without municipal organization.

Metrolinx Act
The *Metrolinx Act* establishes Metrolinx, as a Crown agency whose objectives include the planning, financing and development of a multi-modal transportation network.

Ministry of Transportation Act
The *Ministry of transportation Act* establishes the Ministry of Transportation and authorizes the Minister of Transportation to have charge over the Ministry.

Motorized Snow Vehicles Act
The *Motorized Snow Vehicles Act* regulates the operation of motorized snow vehicles.

Off Road Vehicles Act
The *Off-Road Vehicles Act* regulates and controls off-road vehicles being operated in respect of off-highway use and the drivers thereof.

Ontario Highway Transport Board Act
The *Ontario Highway Transport Board Act* governs the Ontario Highway Transport Board. The Board oversees the intercity bus industry and issues licences required under the *Public Vehicles Act*.

Ontario Transportation Development Corporation Act
The *Ontario Transportation Development Corporation Act* continues with share capital known as the Ontario Development Corporation for certain transit facilitation purposes.

Photo Card Act, 2008
The *Photo Card Act, 2008* authorizes the issuance of three kinds of voluntary photo cards to individuals: basic, enhanced and combined.

Public Service Works on Highways Act
The *Public Service Works Act* affects construction services. It governs requests from a road authority (i.e. city, township, region, MTO) for the relocation of public service works (e.g. pipes, telephone and hydro lines) on a highway's right-of-way.

Public Transportation and Highway Improvement Act (PTHIA)
The *Public Transportation and Highway Improvement Act* concerns the Ministry's obligation to maintain and repair provincial highways and provides authority to enter agreements to construct provincial highways and bridges.

Public Vehicles Act
The *Public Vehicles Act*, together with the *Ontario Highway Transport Board Act*, regulates the intercity bus industry (including via charter, car pool and school bus).

Railways Act
The *Railways Act* governs railways that are largely superseded by the *Shortline Railways Act*, 1995.

Shortline Railways Act
The *Shortline Railways Act* regulates the establishment of short-line railways, railways that operate exclusively within the province, and the adoption of safety standards.

Toll Bridges Act
The *Toll Bridges Act* provides the authority to designate the Burlington Bay Skyway, the Fort Frances Causeway and the Welland Canal Bridge or Tunnel or any international bridge or tunnel as a toll bridge.

Urban Transportation Development Corporation Ltd. Act
The *Urban Transportation Development Corporation Ltd. was* established by Letters Patent on October 10, 1974 under the *Canada Corporations Act* 1980, c.72. and is authorized to provide certain transportation related indemnities.

AGENCIES, BOARDS AND COMMISSIONS (ABCs)

Table 4 Agencies, Boards and Commissions

Name of Agencies Boards and Commissions	2011-12 Estimates	2010-11 Interim Actuals	2009-10 Actuals
Ontario Highway Transport Board expenditures	460,000	452,154	459,629
Ontario Highway Transport Board revenue	65,000	64,504	92,503
METROLINX, operating subsidy	114,184,000	82,658,000	68,426,512
METROLINX, capital subsidy	1,957,180,700	1,353,826,000	1,127,217,000

Ontario Highway Transport Board:
The board is a quasi-judicial agency responsible for controlling market entry for the public vehicle (or intercity bus) industry. Specifically, it is responsible for all economic regulatory matters pertaining to the intercity bus industry, ranging from consideration of applications for public vehicle services on the basis on public need, to issuing licences, to settling disputes between carriers and imposing penalties. Hearings may be requested by a person whose operations, licence or transportation service is the subject of a proceeding or by any interested person who applies to, and is specified by the board to be a party. The board has the authority to impose all costs associated with a hearing on the parties, based on user-pay.

Metrolinx:
The Corporation provides leadership in the development of an integrated, multi-modal transportation plan. The transportation plan will conform with transportation policies of growth plans prepared and approved under the Places to Grow Act, 2005 and comply with other provincial transportation policies and plans applicable to the regional transportation area. The Corporation also acts on behalf of municipalities as a central procurement agency for the procurement of local transit system vehicles, equipment, technologies and related supplies and services on behalf of Ontario municipalities. The corporation is also responsible for the operation of the GO Transit system and the provision of other transit-related services.

MINISTRY FINANCIAL INFORMATION

Ontario's transportation network is essential to Ontario's economic recovery and growth. Our economic competitiveness relies on the safe, efficient movement of people and goods throughout our province and across our borders. Strategic investments in highways, roads, public transit, bridges and border crossings create jobs and provide infrastructure to attract new investment and keep our economy strong.

The Ministry of Transportation is committed to increasing transit ridership by working with our partners to make transit a convenient and accessible option for commuters. The Ministry is also working to advance an integrated multimodal transportation network.

Ontario is a leader in road safety and is among the safest jurisdictions in North America thanks to its promotion of road safety through education, legislation, regulation and enforcement. The Ministry maintains Ontario's highway, bridge and border infrastructure through strategic investments and the integration of sustainability in programs, policies and operations.

Table 5 Ministry Planned Expenditures for 2011-12

Operating Expense	1,417,815,914
Capital Expense	922,524,800
Operating Assets	5,000
Capital Assets	2,137,375,100

Note: Operating and Capital includes consolidations and other adjustments.

Table 6 Ministry Operating and Capital Financial Information

Votes and Programs	Estimates 2011-12 $	Change from Estimates 2010-11 $	%	Estimates 2010-11 $	Interim Actuals 2010-11 $	Actuals 2009-10 $
OPERATING AND CAPITAL EXPENSE						
Ministry Administration	40,289,300	(5,229,000)	(11.5)	45,518,300	41,818,800	40,194,097
Policy and Planning	2,501,260,900	695,122,800	38.5	1,806,138,100	1,863,607,400	1,707,032,48
Road User Safety	95,659,700	(9,881,500)	(9.4)	105,541,200	103,979,600	101,929,294
Provincial Highways Management	426,772,900	(62,202,200)	(12.7)	488,975,100	462,732,900	490,838,07
Labour and Transportation Cluster	69,624,300	(1,660,700)	(2.3)	71,285,000	71,556,200	71,538,00
Total Operating and Capital Expense to be Voted	**3,133,607,100**	**616,149,400**	**24.5**	**2,517,457,700**	**2,543,694,900**	**2,411,531,953**
Statutory Appropriations	561,474,814	46,603,500	9.1	514,871,314	509,168,519	457,124,437
Ministry Total Operating and Capital Expense	3,695,081,914	662,752,900	21.9	3,032,329,014	3,052,863,419	2,868,656,39
Consolidation & Other Adjustments	(1,354,741,200)	(612,554,100)		(742,187,100)	(812,439,500)	(585,934,513)
Total Including Consolidation & Other Adjustments	**2,340,340,714**	**50,198,800**	**2.2**	**2,290,141,914**	**2,240,423,919**	**2,282,721,877**
Assets						
Ministry Administration	7,437,000	3,436,000	85.9	4,001,000	8,990,000	9,672,85
Policy and Planning	1,000	-	-	1,000	-	-
Road User Safety	5,450,500	410,700	8.1	5,039,800	3,978,600	
Provincial Highways Management	2,124,490,600	(89,242,600)	(4.0)	2,213,733,200	2,052,361,300	1,727,515,267
Labour and Transportation Cluster	1,000	-	-	1,000	-	-
Total Operating and Capital Assets to be Voted	**2,137,380,100**	**(85,395,900)**	**(3.8)**	**2,222,776,000**	**2,065,329,900**	**1,737,188,117**
Total Assets	**2,137,380,100**	**(85,395,900)**	**(3.8)**	**2,222,776,000**	**2,065,329,900**	**1,737,188,117**

Note:
Estimates for the previous fiscal year are re-stated to reflect any changes in ministry organization and/or program structure. Interim actuals reflect the numbers presented in the 2011 Ontario Budget.

Commencing in 2009-10, the Province's minor tangible capital assets are capitalized on a prospective basis. Direct comparison between 2011-12, 2010-11, and 2009-10 may not be meaningful.

APPENDIX: ANNUAL REPORT 2010-11

ANNUAL REPORT 2010-11

Our transportation network is essential to Ontario's economic recovery and growth. Ontario's export-driven economy relies on this system to move goods and people efficiently to remain competitive. Strategic investments in roads, transit, bridges and borders create jobs and the infrastructure necessary to attract new investment and strengthen our economy. This ensures that Ontarians across the province benefit from a safe, efficient and leading-edge transportation system in a cost-effective manner. The Ministry of Transportation (MTO) strives to be a world leader in moving people and goods safely, efficiently and sustainably, to support a globally competitive economy and a high quality of life. In fulfilling this vision, the Ministry supported the delivery of key Ontario government priorities of a Stronger Ontario, a Greener Ontario, and a Better Ontario for Families. MTO focused its efforts in five priority areas to advance on these key government priorities:

- Increase transit ridership,
- Promote a multimodal transportation network to support the efficient movement of people and goods,
- Promote road safety in order to remain among the safest jurisdictions in North America,
- Improve Ontario's highway, bridge and border infrastructure, and
- Integrate sustainability into the Ministry's decision-making, programs, policies and operations.

MINISTRY'S ACHIEVEMENTS

Increase transit ridership:

Providing More and Better Public Transit

- Continued to administer the long-term, sustainable Dedicated Gas Tax Funds for Public Transportation (Gas Tax) Program. Since 2004, the government has committed over $1.6 billion in gas tax funding to Ontario municipalities to improve and expand public transit.

- Updated the Transit Supportive Guidelines, with municipalities, transit operators, developers and land use and transportation planners. This document will provide a comprehensive set of guidelines with the most current advice on urban and transportation planning, transit improvement and urban design, to provide strategies for integrated land use and transit planning, and in particular, to increase transit ridership. The guidelines are expected to be released by summer 2011.

- Metrolinx's Transit Procurement Initiative (TPI) has resulted in the coordinated purchase of more than 400 buses on behalf of Ontario municipalities since 2007:
  - By acting as the central procurement agency, Metrolinx has also helped municipalities realize significant savings in bus unit costs.

- PRESTO:
  - As of March 2011 a total of over 36,000 cards have been issued, and the system has been rolled out on Oakville and Burlington Transit and six of seven GO rail lines, and
  - PRESTO is also operational at twelve Toronto Transit Commission stations and three MiWay routes.

- Regional Transportation Plan projects:
  - The York Viva bus rapid transit project is under construction,
  - The contract was awarded for tunnel boring machines and preparation work is progressing as planned on the Eglinton-Scarborough Light Rail Transit project, and
  - Metrolinx has completed a contract to procure Light Rail Vehicles from Bombardier for its regional rapid transit projects in Toronto.

- Secured funding for Municipal Transit Projects outside of the Greater Toronto and Hamilton Area:
  - Secured up to $600 million in funding for the Ottawa Light Rail Transit project and up to $300 million for rapid transit in the Region of Waterloo.

- Completed transit-related studies:
  - Mobility hub guidelines that further define the future of regional transit for the Greater Toronto and Hamilton Area (GTHA) were approved by the Metrolinx Board in February 2011, and
  - Metrolinx released an urban freight study for the GTHA in February 2011.

Improving GO Transit Service

- On time performance of the GO Transit system continued to improve, achieving over the last 12 months an overall rail on-time rate of 94.3% and overall bus at 98.9%:
  - GO Transit ridership was more than 57 million for fiscal 2010-11, with more than 1 million new rides over the previous year,
  - A GO Passenger Charter was launched in November 2010, setting out five commitments to GO customers,
  - Implemented a more customer friendly means of addressing fare and parking infractions,
  - Metrolinx continued to build and deliver GO infrastructure projects and opened two community offices on the Georgetown corridor at Strachan and Weston,
  - Metrolinx purchased 50 new bi-levels from Bombardier in March 2011,
  - Metrolinx moved forward with its plan to establish an integrated GO Transit control centre,
  - With the acquisition of their newest CN railway corridor, on March 31, 2011 Metrolinx will own 61% of the railway corridors over which GO currently operates, an enviable strategic position within the North American commuter rail industry,
  - Metrolinx released a landmark study dealing with electrification of its rail corridors and secured approval for an Environmental Assessment for electrification of the Air Rail Link, and
  - Moving forward with plans to extend GO rail service to Kitchener-Waterloo.

- Implement the Air Rail Link:
  - Metrolinx took responsibility for delivering a premium service to the airport in time for the Pan-Am Games, and
  - A contract to procure rail shuttle vehicles was completed. A request for proposal was issued for construction of the air rail link spur line and passenger station at Pearson Airport.

Promote a multimodal transportation network to support the efficient movement of people and goods:

Improving the efficiency of Ontario's Multimodal Transportation System

- In partnership with the City of Toronto and the federal government, the Province committed up to $172 million in 2009 to support the revitalization of Union Station. Major improvements to key elements of the Station will strengthen its position as a premiere interregional, multimodal transportation hub:
  - Construction began in June 2010 and is expected to be completed by the end of 2015, and

  - The Ministry continues to support the revitalization project through its membership, along with Metrolinx and the City of Toronto, on the Union Station Intergovernmental Committee.

- Completed and released the draft Transportation Development Strategy for the Niagara to Greater Toronto Area (GTA) Corridor and GTA West Corridor Planning and Environmental Assessment Studies.

- Led the research on future traveller demand including active transportation to plan and support alternative transportation modes.

- Continued to support Ontario's four-phase Vehicle Weight and Dimension Reform Project. These reforms are causing a gradual 25 year transition to heavy trucks and buses identified as Safe, Productive and Infrastructure-Friendly (SPIF). The transition is approximately 40% complete and is expected to significantly reduce infrastructure wear and heavy vehicle collisions while maintaining or improving trucking productivity including harmonization with Quebec and other trading partners.

- Successfully launched the Long Combination Vehicle (LCV) program, which reduces fuel consumption and greenhouse gas emissions while increasing trucking productivity and industry competitiveness.

- Participated on the National Intercity Bus Services Task Force to review the future of intercity bus services in Canada. The final report was released in November 2010.

- Supported coordination with New York State through a permanent committee to oversee implementation of the Bi-national Transportation Strategy for the Niagara Frontier, which addresses transportation needs of the four crossings in Niagara.

Promote road safety in order to remain among the safest jurisdictions in North America:

Promoting safer roads through legislation and regulation

- Bill 118, the *Countering Distracted Driving and Promoting Green Transportation Act*, came into force on October 26, 2009 and is one of the most stringent pieces of distracted driving legislation in North America. The law makes it illegal to talk, type, dial, or send e-mail or text messages while driving. It also prohibits drivers from viewing display screens not related to the driving task. In the first full year of ticketing ending January 31, 2011, police across the province laid 49,771 charges under the distracted driving provisions of the Highway Traffic Act between (approximately 136 tickets issued per day).

- Implemented measures from Bill 126 – *The Road Safety Act, 2009* – which enacted tougher drinking and driving countermeasures for drivers 21 years of age and under, increased sanctions for violating graduated licensing conditions, new impoundment programs for those who drive while impaired or suspended or without a required ignition interlock device, and increased fines for serious traffic offences such as careless driving.

- Implemented the Reduced Suspension with Ignition Interlock Conduct Review Program, which was first introduced as a road safety measure in Bill 203, *The Safer Roads for a Safer Ontario Act, 2007*. Effective August 3, 2010, the program allows certain convicted impaired driving offenders to reduce their licence suspensions in return for meeting specific requirements, such as the installation of an ignition interlock device.

- Continuing enforcement of the drinking and driving "warn range" for drivers caught with a blood alcohol concentration of 0.05 to 0.08, introduced in May 2009. As of February 15, 2011, there have been 30,106 Warn Range Blood Alcohol Concentration (BAC) Suspensions issued since May 1, 2009. Of these, 1,009 are repeat offenders:
  - 964 second time (7- day suspension),
  - 43 third time (30 - day suspension), and
  - 2 fourth time (30 - day suspension).

- As of March 31, 2011, MTO Enforcement Officers have conducted more than 15,000 speed limiter inspections and have laid over 2,000 charges, under Bill 41, *Highway Traffic Amendments Act 2008 (Mandatory speed-limiting systems for large trucks)*.

Ensuring safety and security on our roads

- Ontario doubled funding to RIDE activities to $2.4 million in 2008, 2009 and again in 2010. The province had the lowest impaired driving offence rates in Canada in 2009 – 47 per cent lower than the national average.

- Ontario's mandatory medical reporting program remains one of the most stringent in North America. Approximately 200,000 medical reports are processed annually.

- Ontario continues to protect vulnerable road users. On January 1, 2010, the Ministry increased the fine for running a red light – a practice that puts pedestrians and cyclists at risk. The fine range is now $200 to $1,000, up from a range of $150 to $500.

Working closely with our road safety partners to enhance safety

- During the summer of 2010, MTO worked with enforcement, corporate, non-profit and government agency partners to develop and deliver a multi-channel marketing campaign to promote the new Zero Blood Alcohol Concentration for Drivers 21 & Under law.

- The Ministry's Regional Planners work with over 150 community groups across the province to raise awareness of distracted driving through local initiatives.

- MTO annually conducts over 8,600 senior driver Group Education Sessions, 15,000 demerit point interviews and 100,000 truck inspections.

- Continued promotion of "iDRIVE ROAD STORIES," an innovative youth road safety program that raises awareness among young drivers about the risks and consequences of bad driving habits. In 2010, iDRIVE won both international and regional Public Affairs and Consumer Education Awards for Partnership from the American Association of Motor Vehicle Administrators.

- The Ministry invested over $4 million in firms developing technology to control drinking and driving activities.

Carrier safety and enforcement

- Each year, MTO conducts approximately 100,000 commercial driver and vehicle inspections, six province-wide truck safety blitzes and 250 regional truck safety blitzes.

- During RoadCheck 2010 (a three-day random blitz benchmarking truck safety in Canada, the US and Mexico), Ontario's compliance rate was 78 per cent, which is a significant improvement from 1995 when the compliance rate was 56.7 per cent.

- Each year, about 2,500 carriers receive a warning letter, interview, audit or operating suspension due to poor road performance. Approximately 80 per cent of those carriers improve their safety performance following an intervention.

Improve Ontario's highway, bridge and border infrastructure:

Expanding Ontario's highways and keeping them efficient and well maintained

- In total, MTO invested over $2.7 billion in 2010-11 on design, engineering, property, construction and rehabilitation to repair and expand highways, roads and bridges across Ontario. This includes over $1.7 billion for highway and bridge construction and rehabilitation in 2010-11.

- Overall, the rehabilitation of over 1,683 centreline kilometres of provincial highways and 102 bridges were completed in 2010-11. In addition, 221 lane-kilometres of new/widened highway and 24 new bridges were completed.

- In November 2010, 16 kilometres of new High-Occupancy Vehicle (HOV) lanes were opened on the QEW between Trafalgar Road in Oakville and Guelph Line in Burlington – the longest stretch in the Greater Toronto Area. The HOV lanes on provincial highways are designed to ease traffic congestion by moving more people in fewer vehicles.

Southern Ontario	**2009-10**	**2010-11**
Pavement Rehabilitation (Centreline Km)	313	800
Bridge Rehabilitation / Reconstruction	54	71
New Highway (lane km)	80	90
New Bridges Built	16	4

Northern Ontario	**2009-10**	**2010-11**
Pavement Rehabilitation (Centreline Km)	347	883
Bridge Rehabilitation / Reconstruction	27	31
New Highway (lane km)	95	131
New Bridges Built	24	20

- In 2011-12 the Ministry will continue to implement an asset management business framework to provide a structured basis for Ministry capital investment decisions. This framework includes the development of new performance measures and strategies to preserve the value, safety and condition of roads and bridges.

- The Province publishes multi-year plans on highway improvements to inform the public and help the construction industry plan for future work. For more information, visit www.mto.gov.on.ca/english/pubs/highway-construction/index.shtml.

- Some major accomplishments related to provincial highway construction in 2010-11 include:

  East
  - Completion of the widening and rehabilitation of the Scugog River Bridge on Highway 7, Lindsay,
  - Completion of two to five lane widening of Highway 7 from Highway 28 to Drummond Line, Peterborough,
  - Completion of resurfacing of Highway 62 and bridge replacement from Cleveland Road to Hastings Road 620 in Ormsby for 17.4 km, and
  - Completion of the two to four lane widening of Highway A7 from Jinkinson Road to McNeely Avenue for 16 km, Carleton Place.

West

- Completion of road reconstruction work, passing lanes, and bridge replacements on Highway 6 from Arthur to Mount Forest for 12.5 km,
- Completion of road resurfacing, intersection improvements and a truck climbing lane from Goderich to Clinton for 16.8 km, and
- Completion of Phase 4 of the Highway 401 Windsor to Tilbury expansion from Highway 3 to Manning Road for 8.3 km.

Central

- Opening of 16 km of new HOV lanes on the QEW from Oakville to Burlington,
- Completion of a new bridge and interchange on the Highway 406 at Merritt Road, Welland,
- Completion of road reconstruction of Highway 427 (northbound express lanes) from the QEW to Highway 401 including the rehabilitation of 10 bridges, and
- Completion of road resurfacing for Highway 400 from Highway 93 to Forbes Road, southbound for 10 km, including the replacement of a CPR overhead bridge.

Northeastern Ontario

- Completion of the resurfacing of Highway 655 for 10 km, north of Highway 101, Timmins,
- Completion of the road reconstruction of Highway 6 for 23 km north of Highway 542, south of Little Current,
- Completion of 29 km of road resurfacing on Highway 17, north of Highway 556, north of Heyden, and
- Completion of the Opasatika River Bridge replacements, west of Val Rita.

Northwestern Ontario

- Completion of road resurfacing including the construction of passing lanes on Highway 11/17 for 13 km, from Kakabeka Falls easterly to Vibert Road,
- Completion of the replacement of the Chukini River Bridge on Highway 105, north of Ear Falls,
- Completion of 49 km of road resurfacing of Highway 11, from Nipigon northerly, and
- Completion of road resurfacing on Highways 105 southerly from Red Lake and all of Highway 125 for a total of 31 km.

Improving traffic flow at the Windsor Detroit border

- Substantial completion of initial construction for The Windsor-Essex Parkway including construction of two bridges and installation of a 2 km noise barrier in the area of North Talbot Road to Howard Avenue.

- Completion of improvements to the Windsor-Detroit Truck Ferry including shoreline protection, updates to docking facilities, and improvements to the entrance and marshalling yard.

- Completion of improvements to Essex Country Road 22 from Lakeshore Boulevard to Patillo Road including widening to four lanes and improvements to the Pike Creek Bridge.

- Completion of the Environmental Assessment and Master Plan for the Windsor-Detroit Tunnel Canadian Plaza.

Improving Ontario's bridge infrastructure

- Accelerated Bridge Construction can replace bridges in under 24 hours compared to two to three years using conventional construction methods. To date, three rapid bridge replacements have been completed on provincial freeways – one on Highway 403 in Hamilton and two on Highway 417 in Ottawa (at Island Park and Clyde Avenue).

- To date, seven bridges have been replaced for Local Road Boards in remote Northern areas at about one tenth of the cost of a conventional bridge and installed within one or two days.

- Implemented a Solar Powered Cathodic Protection system for the Warden Street bridge along hwy 401 in Toronto (uses solar power to cathodically protect steel reinforcements on bridge decks).

- The Intelligent Transportation Systems (ITS) program is delivering improvements to international gateways and border crossing, including Windsor Gateway.

Eight New Highway Service Centres Open in 2010/11 to Serve Travellers Better

- The rehabilitation of 20 of 23 highway service centre sites is being phased in over three years and will be completed by 2012/13.

- Eight new centres along Highway 401 were opened in 2010/11:
  - Tilbury South (eastbound), between Windsor and Chatham Kent,
  - Tilbury North (westbound), between Chatham Kent and Windsor,
  - West Lorne (westbound), between London and Chatham Kent,
  - Dutton (eastbound), between Chatham Kent and London,
  - Bainsville (westbound), near the Quebec/Ontario border,
  - Trenton North (westbound), between Trenton and Cobourg,
  - Trenton South – Highway 401 eastbound,
  - Morrisburg (eastbound), between Prescott and Cornwall, and
  - Trenton South (eastbound) between Port Hope and Odessa.

- Six more sites will be fully operational by July 31, 2011 and the rest will open in phases by January 2013.

- Work has started or is nearing completion on the redevelopment of highway service centres on Highways 400 and 401 at the following sites:
  - Ingleside – Highway 401 westbound,
  - Mallorytown North – Highway 401 westbound,

  - Napanee – Highway 401 westbound,
  - Mallorytown South – Highway 401 eastbound,
  - Woodstock – Highway 401 eastbound,
  - Port Hope – Highway 401 eastbound,
  - Odessa – Highway 401 eastbound, and
  - Barrie – Highway 400 northbound.

- The newly modernized centres will showcase Ontario's hospitality and attractions, and provide a safe place for travellers to rest, eat and refuel, 24 hours a day, seven days a week, year round. Maps and other information about this program can be found at the following website: http://www.mto.gov.on.ca/english/traveller/service-centres/

Integrate sustainability into the Ministry's decision-making, programs, policies and operations:

Protecting the Environment

- Developed a standardized method to address air quality and climate change concerns in highway planning and construction. Continuing to work with the federal and provincial regulatory agencies to accept the methodology as a protocol.

- Conducted a full review of MTO's Class Environmental Assessment (EA) for Provincial Transportation Facilities with amendments recommended to the Class Environmental Assessment. Development of Class EA Practitioner's Guide and Class EA Monitoring Program are underway to support the updated Class EA.

- MTO's Air Quality Guide is in final draft and is obtaining final internal approvals. Ministry of the Environment endorsement and Environment Bill of Rights posting to follow.

- Completed erosion and sediment control benchmarking and best management practices. An Environmental Issues Committee has been established to determine next steps in terms of standards and specifications.

- Created an Endangered Species Database and conducted training for all MTO regions.

- Updated the Environmental Protection Requirements legislative database and posted on EnviroSource.

- Consultant assignments underway to develop common fisheries specifications, a monitoring program for wildlife mitigation measures in north-eastern region and an analysis of acoustic noise models in partnership with Ministry of Environment.

- Successful coordination with Environmental Commissioner of Ontario requirements: three annual reports, updates to the Statement of Environmental Values, completion of Environment Bill of Rights awareness training, and response to an Application for Review.

- MTO won the ECO Recognition Award in 2010 for building Canada's first all-renewable energy airport in Northern Ontario.

Promoting Sustainable Transportation

- Continued investment in hybrid and plug-in electric fleet vehicles, and the ongoing management of an Electric Vehicle Incentive Program that provides Ontarians with incentives to adopt environmentally friendly plug-in electric vehicles.

- Completed High-Occupancy Vehicle (HOV) lane planning and construction including the Queen Elizabeth Way (QEW) between Trafalgar Road in Oakville to Guelph Line in Burlington (16 km).

- Introduced “Green” vehicle license plates that allow drivers to use HOV (carpool) lanes and access public charging facilities and parking at Ontario government and GO Transit lots.

- Completed the review and update of the Transit Supportive Guidelines in consultation with agency and municipal stakeholders.

Additional Ministry Achievements:

Enhancing employee engagement and diversity

- Launched the Ministry's Strategic Diversity Framework and Action Plan; hired the first Diversity Coordinator to support the achievement of an inclusive and diverse workforce.

- Released MTO 7th annual Accessibility Plan to the public as prescribed under the Ontarians with Disabilities Act, 2001.

- Launched the Leadership Excellence Program, a program aimed at supporting the development of leadership competencies for both new and existing managers.

Providing financial leadership

- Delivered key Ministry initiatives within budget and achieved government expenditure reduction targets.

- The Ministry reported a 98.6% competitive procurement rate with 214 assignments initiated on the 2009-2010 Consulting Services Report; and 96.9% competitive rate for contracts above Ontario's Trade Agreement thresholds awarded in 2009-2010 as identified on the Agreement on Internal Trade report.

Establishing the Ministry as the Ontario Public Service Fleet Centre of Excellence

- The Ontario Public Service (OPS) Fleet Management Centre continued to develop and put industry best practices in place while providing consistently high levels of customer service to the OPS, including the implementation of eleven vehicle pools, which reduces transportation spending and ensures appropriate transportation is available for government business.

- Continued the uptake of hybrid and alternate fuel vehicles in executive and general ministry fleets to promote energy savings and reduce emissions. As of March 31, 2011, there are more than one thousand hybrid vehicles in the OPS Fleet.

Service and Support

- Achieved a 90% level of compliance with 30-day response standard under the Freedom of Information and Protection of Privacy Act.

- Coordinated the provincial transportation planning for the G8 and G20 Summit conferences in Huntsville and Toronto that occurred June 2010.

Information Technology

- Successfully implemented Photo Comparison Technology (PCT) on September 26, 2010. PCT is a fraud prevention and risk mitigation measure that improves the integrity of the driver's licence issuance process, the credibility of MTO and road safety. PCT's innovative technology automates photo image matching, allowing MTO to identify suspicious activity prior to card issuance and to cancel driver's licences and enhanced driver's licences (EDL) immediately. MTO's work on PCT was recognized at Government Technology Exhibition Conference (GTEC) 2010 and awarded a gold medal.

- Implemented application enhancements to the Bridge Management System as a result of provincial audit recommendations regarding management of provincial highway structures.

Ministry Interim Actual Expenditures 2010-11

Table 7 2010-11 Ministry Interim Actual Expenditures as presented in the Ontario Budget

Operating	$1,371 million
Capital	$869 million
Staff Strength as of March 31, 2011	3,624

Note: Interim Actuals represent the number in the 2011 Ontario Budget.